

TWENTY CENTS

NOVEMBER 30, 1929

DEC 4 1929

Sales Management

The Weekly Magazine for Marketing Executives



J. D. Tew

President, The B. F. Goodrich Company, Akron, Ohio

The Manufacturer's Responsibility
to His Dealers



What Is the Real Place of Small
Business in American Industry?

LIFE'S Medical Testimonial



On LIFE's A. B. C. list only 3% are doctors and dentists. Yet nearly half a million readers are behind this one small item!

How come this handsome figure? The doctors told us themselves.

A questionnaire was sent to all LIFE's doctor-dentist subscribers, with only a postage stamp to coax a reply. From the sixteen per cent returns so far, we learn an average of 92 patients to an office read LIFE. By this average, 496,616 people see LIFE in the offices of doctors and dentists who get LIFE by subscription. Half a million readers not covered by A. B. C. Not counting clubs, or public libraries, or any other place where lots of people see one copy of LIFE.

Nor does this half million include the people who see LIFE when the doctors are through with it. By the doctors' own statistics, only 22% of the copies are thrown away (usually worn out, they say); all the rest go from their five weeks in the office to hospitals and to the doctors' own friends, families and patients.

All but three of all these doctors rated LIFE way ahead in popularity with their patients. Since everyone knows what it costs to be sick these days, guess for yourself how much spending money is waiting in the pockets of these patients who like LIFE best. Waiting to be diverted to Enjoyment of Living merchandise among LIFE's advertising columns.

LIFE

EDWARD DUNNING
ADVERTISING MANAGER

Don't speculate in advertising— *invest*



The New York Times is the most tried and proved medium in the great New York market.

Unequalled quality and quantity of circulation—leadership in volume and high character of advertising—strongest confidence of its readers—these are sound investment values for advertisers.

The New York Times

*Net paid sale averages over 430,000 weekdays;
over 725,000 Sundays.*

No advertising agent has been associated with more successes or failures than I have been.

I do not think I deserve as much credit for the successes as I have received, or as much blame for the failures as has been attributed to me.

The advertiser, himself, is the key to the situation. I do not think I have been essential to any man's success. I have done my share in helping my clients . . . the best friends I have today are men who became my friends after I did business with them.

I have pioneered in the successful use of newspaper, magazine, poster, and street car space. I coined the words "follow-up system" to describe how I coordinated direct mail with other forms of advertising.

I believe there are ways of using radio advertising to make friends and am willing to submit my ideas on "when, where, and how" to any advertiser who has a product or a service worthy of greater appreciation than it is now receiving.

I do not expect any advertiser to do business with me unless our minds meet on fundamentals. Hence there can be no obligation incurred in a preliminary interview.

JOHN LEE MAHIN

Advertising

41 East 42nd Street
New York City

Long Distance Telephone
Murray Hill 8994

Survey of Surveys

BY WALTER MANN

Delayed Discourse on Distribution Data on Dallas

Regret is hereby officially expressed for an overlong delay in getting to the reviewing of the handsomest and most intelligently prepared series of seven* business brochures that have so far come to the attention of this column.

Beautifully printed in black ink on light colored tint blocks and on expensive calendered stock, these books contain the kind of statistics one would expect to find so portrayed. The seven* brochures are listed and briefly described below:

Dallas—Distribution Center—56 Pages

Describing the facilities available at Dallas for serving the Southwest; freight rates, freight, express, motor truck and motor bus service; warehousing facilities, list of national concerns serving the Southwest from Dallas, etc. This brochure also includes a supplement on the cotton manufacturing industry, and its possibilities in Texas—a report made for the Texas Industrial Committee by Charles J. Rudolph Grossman, industrial engineer.

Industrial Survey of Dallas—72 Pages

This is a summary of an industrial survey of Dallas made by Lockwood, Greene & Company, in which they made an engineering appraisal of all factors and conditions affecting the manufacture of a wide variety of commodities. This booklet covers labor, power, fuel, raw materials, taxation, cost of factory sites and buildings, manufacturing opportunities, etc. It is graphically illustrated by halftones which include sectional photos from the air, made by the Fairchild Aerial Survey, Inc., of Dallas.

Dallas as a City in Which to Live—32 Pages

Designed to give full information concerning living conditions as they affect the business executive, the salaried employee or the wage earner. Chapters on climate and health, educational facilities, amusements and recreation, living costs, housing costs, the city's plans for the future, its program for civic betterment, etc. Primarily a book of photographs but literally spattered with convincingly restrained descriptive matter and statistics.

Growth of Dallas—16 Pages

Here we see a statistical record of the growth of Dallas in population, wealth, commerce and industry, with a comparison of the city's rank with other leading American cities. Graphs, tables and photographs are used effectively.

Texas Corporation Laws—16 Pages

This booklet contains an analysis of Texas laws affecting foreign corporations,

*As seen in last week's *Saturday Evening Post*.

explanation of permit fees, franchise taxes; procedure for securing a permit to do business in Texas or for organizing a Texas corporation; legal blank forms for such purposes, etc.—in short all the essentials for the organization of a Texas corporation, or the admission of a foreign corporation to business privileges within the state.

The Southwest—Six Billion Dollar Market—32 Pages

This is a market analysis of the Southwest showing its economic progress as compared with the United States as a whole, and its population and purchasing power as compared with other major markets. Factors indicative of buying power as compared with other major markets. Factors indicative of buying power are furnished by individual counties for the entire Southwest. It consists principally of tables of vital distribution statistics.

Distribution Map of the Southwest

Then to top these off, comes a market and distribution map of the Southwest (Texas, Oklahoma, Arkansas and Louisiana) showing railroads, interurbans and highways, freight and express service from Dallas and the relative sales value of each county in colors.

Anyone who has been in Dallas recently will corroborate the "Dallas Incorporated" statement of that fair city's growth and its importance as a distribution centre.

The industrial department of the Dallas Chamber of Commerce deserves credit for having done a real job in the preparation of the data in these six brochures and market map. Certainly this is as complete and as easily comprehensible a survey of Dallas as the average business man interested in Dallas or in the Southwest might want. Copies of any or all of the booklets may be had free by writing direct to Industrial Dallas, Inc., Chamber of Commerce Building, Dallas, Texas, on a business letterhead.

Thumbnail Reviews

Radio Broadcast Advertising Figures. September totals for radio broadcast advertising over all radio networks. Twenty-three classifications are listed. *Trends and Indications*, November 11th issue, published by Dorrance, Sullivan & Co., 130 West Forty-second St., New York. (Free.)

Trade Practice Conferences. A report by the Federal Trade Commission on fifty-six trade-practice conferences, representing fifty-six industries. Government Printing Office, Washington, D. C. (35 cents.) 218 pages.

Donnelley's Industrial Directory of the Eastern District. Listing by classifications, the names of manufacturers and wholesalers in the states of Connecticut, Delaware, Maryland, New Jersey, New York, North Carolina, Pennsylvania and Virginia. Donnelley Corporation, 350 East 22nd St., Chicago, Ill. 365 pages.

The Average VERMONT Family has a \$3320 Income to Spend ~

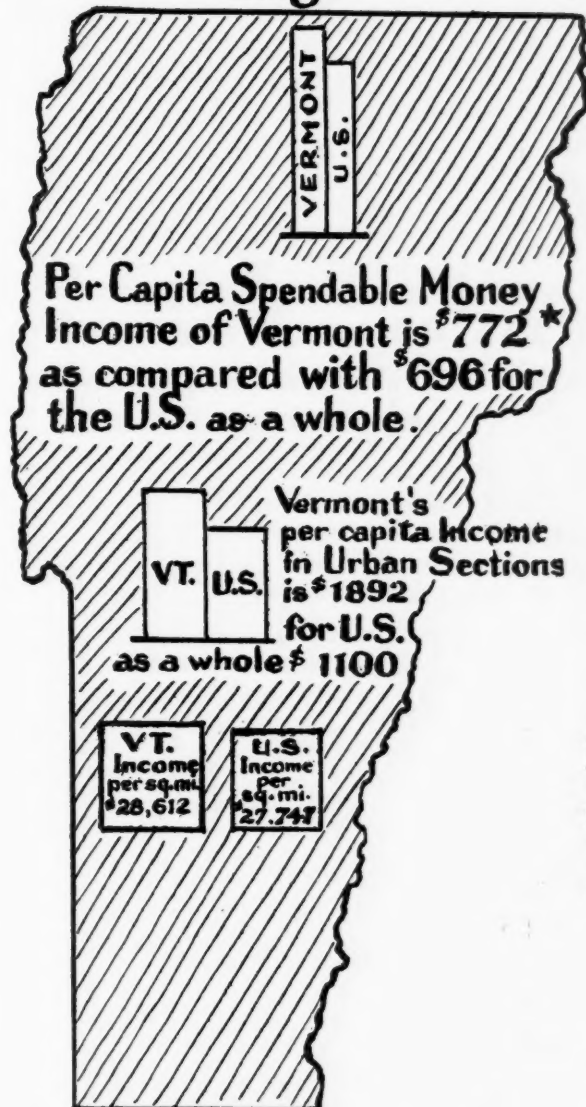
Control this Buying Power thru Vermont's Leading Newspapers

Vermont's families certainly have the money to spend, according to individual earned incomes. Since the per capita spendable money income of Vermont's population is \$772 in comparison to \$696 as the per capita spendable income as a whole for the United States, the average Vermont family has \$3,320 to spend yearly.

Vermont's income per square mile is \$28,612 as compared with only \$27,727 for the United States as a whole. 83% of its incomes are derived from its urban communities of 2,500 and over population and the urban per capita income is \$1,892 as compared with only \$1,100 for the United States as a whole.

This concentrated market is easy to reach. Six daily newspapers dominate Vermont's buying power.

No campaign in New England can be complete without the Vermont Allied Dailies on the list.



VERMONT ALLIED DAILIES

BARRE TIMES

BURLINGTON FREE PRESS

RUTLAND HERALD

BRATTLEBORO REFORMER

BENNINGTON BANNER

ST. JOHNSBURY CALEDONIAN-RECORD

*Purchasing Power Figures Taken From 1929-1930 Markets and Media Reference Number of Sales Management.

ANY manufacturer or advertising agent with a merchandising or advertising problem in the building field is invited to bring it here . . . As publishers of the largest group of properties in this field, including

THE ARCHITECTURAL FORUM
BUILDING AGE
BUILDING MATERIAL MARKETING
NATIONAL BUILDERS CATALOG
HEATING & VENTILATING
GOOD FURNITURE & DECORATION

we have assembled an organization of specialists who represent practical experience in every major branch of the building industry . . . This experience is at your service with no obligation beyond the dictates of your own good judgment.

NATIONAL TRADE JOURNALS, INC.
521 FIFTH AVENUE, NEW YORK CITY

Vol XX No. 9
November 30, 1929
Published Every
Saturday

Sales Management

Publication Office:
420 Lexington Ave.
New York. Phone
Lexington 1760

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Subscription Rates: Single copies, 20 cents. Yearly subscription payable in advance \$4.00 for fifty-two issues anywhere in the United States or its possessions or in Mexico. In Canada, \$4.25, and \$4.50 in foreign countries.

Published by SALES MANAGEMENT, INC., 420 Lexington Avenue, New York; Chicago Office, 333 North Michigan Avenue. Established 1918 by the Dartnell Corporation; Member, A. B. C. and A. B. P. Operated in association with Federated Business Publications, Inc. Cable, Elbill, New York.

A PEST DAMAGE BECOMES A PAYROLL HARVEST

YOU'VE heard much about last season's Mediterranean fly and the inconvenience it caused. Danger is over, but preventive measures continue. And what new purchasing power has arisen: Executives, field men and laborers have renovated 25,611 citrus properties and 43,417 non-citrus areas; all clean-up activities have covered 1,429,576 acres, including vegetable tracts and 39,344,730 citrus trees. Just figures; but providing an accurate slant on money income—reachable through advertising in

The FLORIDA TIMES-UNION

Jacksonville, Florida

Somebody May Accuse Me of Being a Pickpocket!

IF I were, gentlemen of the jury, I'd pick just *two* big cities to do my picking in—Los Angeles and New York. You see, it's lovely and warm out here even when Manhattanites are shivering. Still more important—from a monetary standpoint—is the recently-revealed fact that New York's actual spendable money income, per capita, is only \$73 ahead of Los Angeles! Which, I should say, puts *this* city considerably in the lead as a place in which to operate. ▲ ▲ ▲ New York, \$1,290 per person. Los Angeles, \$1,217. Chicago—this may shock you—comes along with \$1,102. Detroit with \$1,101 and Philadelphia with \$862. These figures are from the statistical department of Sales Management, edited for marketing executives, are of the most recent date—full year of 1928—and cover income returns *completely*! Average U. S. A. spendable income, per capita, is but \$696. ▲ ▲ ▲ The Examiner has not only the greatest home-carrier circulation in Southern California, *by many thousands*—but *also* has the largest morning and Sunday circulation West of the Missouri River. When you want to capture *this* market, let The Examiner do the job! ▲ ▲ ▲

LOS ANGELES EXAMINER

PUT YOUR MESSAGE BEFORE THE MODERNS

THE list of Chicago's "Gold Coasters" who are actual subscribers to the Chicago Evening American is both imposing and significant. Imposing because so many of Chicago's famous names illuminate it significant because it proves the Chicago Evening American's circulation has a peak of quality as high as it or any other Chicago paper can reach. Which last is doubly important when seen in the light of the Chicago Evening American's eight years of circulation leadership in its field.

CHICAGO EVENING AMERICAN

a *good* newspaper

National Representatives:
RODNEY E. BOONE ORGANIZATION

The Sun

NEW YORK

The Newspaper of Distinction in its Readers, its News and its Advertising.

THE LARGEST GAIN IN CIRCULATION Among Standard-size New York Newspapers

THE SUN'S gain in circulation—comparing the six months' period ended September 30, 1929, with the corresponding period of last year—was larger than that of any other standard-size New York newspaper. And, what is more important, The Sun's large gain was made without the use of contests, puzzle schemes, prizes, etc.

THE SUN has had a continuous and steady growth in circulation for many years. Each year for the last five years the September circulation reports have shown an increase over the previous corresponding reports. During these five years The Sun's circulation has increased 48,785 copies a day.

A GAIN OF 18,533 COPIES IN ONE YEAR A GAIN OF 48,785 COPIES IN FIVE YEARS

Six months preceding	Circulation	Gain over Oct. 1, 1924
Oct. 1, 1924.....	255,212.....
Oct. 1, 1925.....	256,324.....	1,112
Oct. 1, 1926.....	265,000.....	9,788
Oct. 1, 1927.....	278,582.....	23,370
Oct. 1, 1928.....	285,464.....	30,252
Oct. 1, 1929.....	303,997.....	48,785

THE SUN'S gain in circulation is attributable directly to the high quality of The Sun as a newspaper—to the fact that it is a complete, interesting newspaper, printing all the news from everywhere and containing many features that are instructive and entertaining.

THE SUN'S large circulation is becoming larger because more and more people are realizing that The Sun is New York's best evening newspaper.

Sales Management

The Weekly Magazine for Marketing Executives

VOLUME TWENTY, NUMBER NINE

NEW YORK, N. Y., NOVEMBER 30, 1929

What Is the Real Place of Small Business in American Industry?

THE solid growth of American industry depends on the comparatively small tradesman to a much greater extent than is generally realized in these days of mass sales, mammoth mergers, Big Business and colossal upheavals in security prices.

An age of dimension inflation has had more exciting things to think about—the rivalry of aspiring edifices, the torrential flow of chain store distribution of goods, the rapid succession of combinations involving millions upon millions of resources, the mushroom growth of vast fortunes. Fully conscious of superlative magnitude, the country has been expressing its sense of size in every conceivable form, of which 100-story office buildings are just one example.

This phenomenon is natural enough and in itself affords no ground for apprehension. Confidence and exuberance of spirit are national characteristics. But while we are readjusting extravagant appraisals of stock market values and in sober mood considering the fundamental bases of our wealth and prosperity, it may be well to re-examine the perspective of those factors in the state of our affairs which, although small in single units, still constitute in aggregate the chief substance of our business structure. Rightly to understand the whole we must know the true relation of its parts one to the other.

The picture projected by figures has been thrown out of focus, not alone by disproportionate emphasis on the largest parts, but by the absence

Official records show that the total sales volume of small companies is much larger than generally believed. The records also show that in periods of business recession and price deflation small business fares relatively better than the big corporations. The policy of the United States Steel Corporation in dealing with competition seems worth study on the part of companies in other industries.

BY HENRY J. WRIGHT AND RAYMOND BILL

of comprehensive data concerning the smaller parts. Indeed, the only reliable and exhaustive information we have about many of our industries is to be found in the infrequent Federal censuses and the Treasury Department's Statistics of Income.

The latter report, which makes its belated appearance every year, tells us about the incomes of the relatively few individuals with money enough to be taxed. But as a repository of anything like complete returns it is valuable chiefly for its details of corporation operations—a fact which accounts for a good deal of the distortion that affects public judgment of things as they are.

How insignificant, for instance, seems the little concern in a summary of that report which tells us that less than one out of every two hun-

dred of all the corporations that pay taxes (250,000) take more than half of the entire sum of corporation profits.

How small the stature of the common soldier in the army of 53,620 manufacturing corporations that paid taxes on \$3,939,000,000 of net income earned in 1927 in the light of the fact that a bare 500 got considerably more than half of all the manufacturing corporations' net income.

In the trade corporation figures the friend of modest proportions may find more comfort. Here we learn that among 74,747 corporations (wholesale and retail) which in 1927 paid taxes on \$1,157,000,000 of net income, there were only ninety-two in the millionaire income class. They took more than a quarter of the whole taxable sum, leaving something in

excess of three-quarters of a billion dollars for all the others. That is to say, three-quarters of the profitable trade done by the corporations in this country is still in the hands of companies which are not extravagantly large. In trade, at all events, it is evident from these statistics, business on a modest scale is still the great bulwark of our whole distribution system.

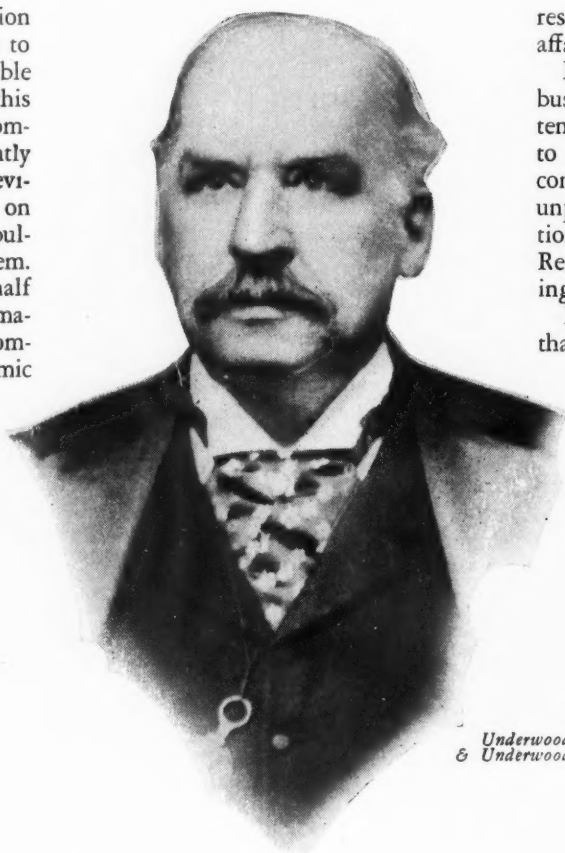
But these figures tell less than half the story, if we are to rely on information furnished in the Hoover Committee Report on Recent Economic Changes. There we find, quoted without question, that according to Dr. Wilfred I. King, of the National Bureau of Economic Research, trade sales in 1925 reached a volume of close to \$77,000,000,000—\$53,500,000,000 at retail and \$23,400,000,000 at wholesale—more than twice as much as the sales of the trade corporations in that year, which Statistics of Income put at \$38,135,000,000.

In other words, individual tradesmen and partnerships, whose sales are lost sight of in statistics because of them there is no public record, do more business than all the trade corporations, great and small, put together.

In this case it is Big Business that shrivels in relative importance when all the facts are marshaled in order. The ninety-odd companies that absorb so large a part of the trade corporations' profits may tower over the heads of the rank and file. On the screen illumined by the whole truth as distinguished from the half truth their real part in the trade picture, measured by weight and substance, is seen to be surprisingly smaller.

Facts of this sort have an important bearing on the manufacturers' distribution problems, especially at a time when careful study is in order. Some manufacturers, anxious to achieve extremes of efficiency in economy, are inclined to give to big distributors every possible advantage on the theory that costs of operation will be thereby reduced and that the big fellows are growing fastest and so, in the long run, are likely to prove the best customers. They find it easier to reckon big volume from big orders and they assume that the big orders are most likely to grow bigger and the small orders smaller.

Policies of this kind may succeed for a time when conditions are favorable. In the final analysis any policy that fails fully to recognize the claims



J. P. Morgan, Sr., founder of the U. S. Steel Corporation, a conspicuous exponent of Big Business which has always scorned disruptive operations and stood for fair play to its competitors.

of the great army of American tradesmen—the chief reliance of our trade—must fall out of line with the established order.

Prevailing judgment sees ample room for big business and for little business, for chains and for independents, with obligations of self-interest on either side to recognize a common interest in preserving both on a profitable basis as parts of our business system.

Efforts to "drown out" the little fellow may be temporarily successful. Pushed to excess, they would be likely to revive the cry of "down with the trusts" to which Senator Sherman gave ear. The best assurance against that sort of agitation in our day is an army of prosperous small business proprietors. Big business has made much of the small stockholder in big business as a safeguard against interference by public authority. But this argument, plausible though it is and not destitute of merit by any means, overlooks the probable effect on public opinion of serious curtailment of the forces whose interest in business

rests on the management of their own affairs.

Efficiency experts tell us that most business failures are due to incompetence or inadequate capital rather than to destructive competition of powerful combinations. For that warning against unpreparedness for commercial operations there is abundant foundation. Research has fully confirmed the finding.

It should not be forgotten, however, that big business not infrequently comes to grief for these reasons as well as little business. Big business may put off the evil day because its great resources enable it to stand the gaff of figures in red for a longer time. But the history of corporations since the close of the Great War shows both in number and in earnings that big companies are more vulnerable than little companies to adverse conditions.

Look at the record of what happened in 1921, the year of commodity price collapse, comparison being made with 1918 because the statistics for 1919, the year of extreme price inflation, are imperfect, and putting in the big corporation group all those reporting taxable income of as much as \$100,000. The figures do not show that the big corporations are more susceptible to insolvency, but that they are more apt to lose relative earning

power.

Number	1918	1921
*Big corporations..	9,634	5,330
All others	192,427	165,905
<i>Amount of net income</i> (In millions of dollars)		
*Big corporations..	6,622	3,140
All others	1,740	1,196

* Having taxable incomes of \$100,000 or more.

The big corporations lost 45 per cent of their number in the crash and 53 per cent of the earnings of the group. The small corporations stood up better. Only 14 per cent dropped out of the ranks and the earnings of the group were cut only 31 per cent. The very biggest, those with net incomes of \$5,000,000 or more, dropped in number from 180 in 1918 to 70 in 1921—61 per cent; in net earnings from \$2,554,000,000 to \$972,000,000—60 per cent.

The same tendency appeared even in the modest recession of 1924, comparison being made with the figures of 1923, the top of the rally of that

period. The number of big corporations fell from 10,206 to 8,846, 13 per cent, and their earnings, from \$6,413,000,000 to \$5,742,000,000; while other corporations actually gained nearly 2 per cent in number and lost only 3 per cent in net income—from \$1,909,000,000 to \$1,845,000,000.

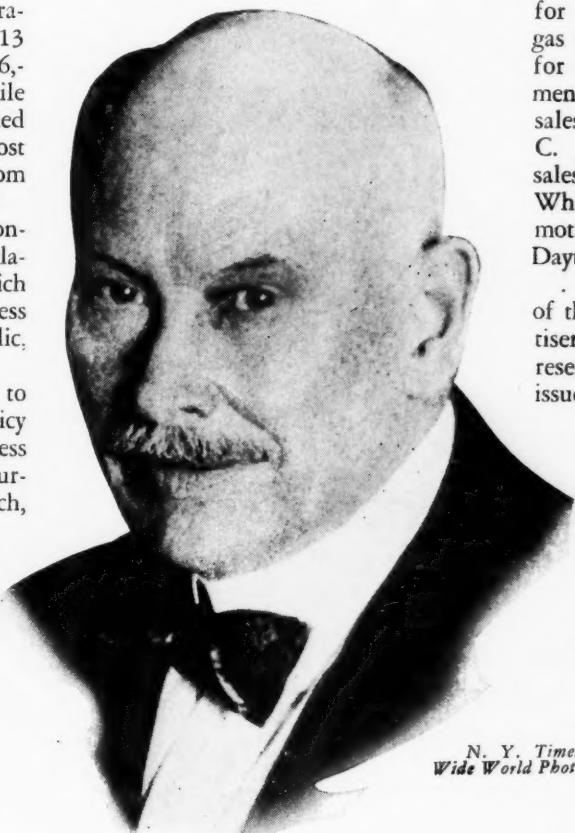
It is impossible to escape the conclusion from these figures that in relative stability, the influence of which extends to all industry, small business has much to recommend it to public, business and banking esteem.

It may be a counsel of perfection to urge, for the common good, a policy discouraging to rampant hoggishness among the mighty—a policy discouraging that form of volumitis which, for the purpose of sheer aggrandizement of sales ascendancy, is willing to sacrifice or temporarily to extinguish profits. In the scramble for business and the hot competition that cares not at all how the other fellow fares, the common good or any other good but the fancied good of the ruthless driver for a larger and larger share, is apt to receive little consideration.

Yet in the United States Steel Corporation, by far the largest in its field, we have a conspicuous example of big business achieving pronounced success in the dual roles of great size and a leadership exceptionally free from disruptive operations arising from greed or heedlessness of the rights or opportunities of its fellows.

The steel corporation was founded by the elder J. P. Morgan to stabilize the iron industry which before that time was subject to such violent price fluctuations that according to Andrew Carnegie it was always either prince or pauper. Pursuing the policy laid down by the founder, the late Judge Gary, supported by the directors, stuck to the idea of operating at a profit, whatever the conditions, refusing to use the power of the organization to undersell competitors, and turning his face steadfastly against all temptation to make the most of favorable opportunities to harvest more than reasonable profits in times of very active demand.

The results are apparent in the steady progress not only of the corporation but of the whole industry which nourishes the roots of most industries. They fully realize the dream which inspired Mr. Morgan's gigantic undertaking and have done much to give to American industry in general the quality of stability which is among



N. Y. Times
Wide World Photo

Judge E. H. Gary, the man who carried out Mr. Morgan's policy of stabilizing industry and dealing fairly with smaller rivals, refusing to use the power of the company to undersell competitors.

the most distinguishing characteristics of our business growth.

The history of the steel corporation and of its relations with its competitors, big and small, illustrates at once the advantages and the responsibilities of magnitude and great power—the beneficence of vast size that not only tolerates but encourages smaller business competitors and throws the weight of its influence in favor of affording that free chance to the pursuit of fortune along independent lines which is the birthright of every American. The Supreme Court found no fault in the size of U. S. Steel because in its size and conduct it found no obstacle to small business.

Spot News

In a test campaign in newspapers of Southern Ohio, Delco-Light Company, Dayton, subsidiary of General Motors Corporation, is introducing Delcogas, a self-contained mechanism for the production of vapor gas to be used in cooking, water heating and

for radiant burners. It will make gas service available on a wide scale for homes and commercial establishments off the gas mains. A special sales division has been formed, under C. J. Hatch, formerly factory zone sales manager, to handle it. C. C. Whistler is advertising and sales promotion manager; the Geyer Company, Dayton, the agency.

The newspaper committee of the Association of National Advertisers, Inc., with the approval of the research counsel (A. N. A.), has just issued a report entitled "A Comparison of Local and National Newspaper Rates." The subject is one on which the Association of National Advertisers interests have been actively engaged for some two years past, and the current report represents a culmination of the studies completed up to this time. The contents contain very little "editorializing," the major phases being statistical summarizations and detailed tables showing the local and national rates of newspapers in cities of 100,000 and over—the comparisons being made for the one-time rate, the 5,000-line rate and the lowest possible rate for maximum volume. This report, because of its character, as well as because of its subject, is certain to attract wide attention and study, not only in publishing and advertiser circles, but also among advertising agencies and newspaper special representatives.

Verne Burnett, for a number of years secretary of the advertising committee, in charge of institutional advertising, of General Motors Corporation, Detroit, resigned this week.

Edward T. Hall, vice-president of the Ralston Purina Company, St. Louis, and connected with that company for the past twenty years, resigned this week—the resignation taking effect early next year. Only forty-five years old, he will retire from active business and go into farming. He is a former president of the Association of National Advertisers and of the National Better Business Bureau. No executive changes are contemplated in connection with Mr. Hall's retirement, W. M. H. Danforth, president, told this magazine.

Grigsby-Grunow Company, Chicago, one of the largest manufacturers of radio receiving sets, will introduce early next year an electric refrigerator which is expected to be sold at slightly less than \$100.

Hart Schaffner's Spot News Advertising Campaign

BY CLARENCE L. SPEED

Hart, Schaffner & Marx, Chicago

This clothing manufacturer is undertaking to make men more style-conscious through reporting what well-dressed men are wearing at the world's most fashionable gathering places. These reports are the basis for newspaper advertisements appearing within a day or so after each important event has taken place and the news is still hot.

THE growing importance of style in men's clothing has led Hart, Schaffner & Marx to engage this season in promotional activities probably never before attempted on so large a scale or in such a spectacular manner.

Briefly, this clothing manufacturer is undertaking to tell the men of America today what the well-dressed men wore yesterday at the most fashionable gathering places in the world. This it is doing by sending style observers and artists to obtain the information on the spot, then publishing their observations and sketches in the leading newspapers of the country as soon thereafter as possible—frequently the very next day after a notable event which was so covered took place.

Of course, this firm's vital interest in style is by no means a recent development; Hart, Schaffner & Marx have been going to great pains and expense to gather the most authentic style information of the world for a great many years, but it is only recently that we have undertaken this rather spectacular means of disseminating it.

It should be borne in mind that the

promotion of style in men's wear involves two important tasks; first, finding out the style trends far enough in advance to enable one to secure the materials, make the clothes, and get them into the retail stores in time to meet the demand when it arises; second, transmitting this style information to the public during the retail selling season in order to accelerate the demand and give the stores prepared to meet it the advantages which come of style leadership.

There are certain recognized sources of style, both in this country and in Europe, and there are certain individuals who are recognized as being among those who "set the style." Men who know and care about what to wear gather at certain places at certain times for business, pleasure and social activities. There are also certain groups, such as the English aristocracy, who are members of the Prince of Wales' set, and American men who gather at Palm Beach, Newport and other resorts, who are recognized as style leaders. Clothes-conscious students of the leading



This sketch, made by Hart, Schaffner & Marx artists at the Ascot races on Gold Cup Day, was transmitted across the ocean by wireless. The races took place June 20; the advertisement appeared in morning papers June 22

American universities are style leaders among young men.

The things these men wear are "the style."

Hart, Schaffner & Marx maintain style observers both in America and in Europe whose duty it is to learn what these men are wearing, what new colors and fabrics are coming into favor; to note new details of cut, changes in coat lengths or trouser widths, the design of lapels and pockets, number of buttons and their position—in short, any and all trends of fashion which they think may be developing.

These observers visit the fashion centers of America, England and the Continent; summer resorts, winter resorts, spring and fall gathering places of the elite, notable sporting events, and all other places where fashionably dressed men assemble in considerable numbers. They are constantly

sending in samples, or "cuttings" as the English say, of the new fabrics; even patterns of the very clothes which the Beau Brummels are actually wearing at the moment.

In this manner the trend toward Corona brown for the fall of 1929 was foretold and provided for, and in the same way the present trend toward Pewter Grey and the continuance of the popularity of Grenadier blues for spring, 1930, are forecast.

It is in the transmitting of style information, though, that the most spectacular work is being done. During the fall, 1929, season we have published numerous advertisements in metropolitan newspapers throughout the country presenting sketches and observations made at prominent events only the day before. Advertisements, both sketches and text, have been sent across the ocean by wireless telephoto process and to the principal cities of America by wire.

The Royal Ascot race meeting at Ascot, England—England's greatest

fashion event—was held this year, for example, on June 20. The style sketches and observations of Hart, Schaffner & Marx representatives on the ground were in New York City at 6:16 o'clock of the same day and the complete advertisement appeared in Chicago newspapers and others on June 22.

Drawings of and comment on what was worn at the National Amateur Golf Tournament, at Del Monte, California, appeared in New York newspapers the following morning. This advertisement was sent to principal cities of the country by telephoto process.

The World's Series baseball games, the Yale-Army football game, the United Hunts Autumn Racing Meet, and other notable events were covered in the same way and the advertisements showing and telling what fashionable men wore there were published in principal cities the following day.

Are these sketches and observations

actually made right on the grounds? Indeed they are! Someone — or many — would very soon discover the deceit if they were not. The artists even take pains to include little details of setting that will cause one who was there to exclaim: "That's exactly how it looked!"

Take, for example, the Yale-Army football game. Style observers and artists arrived early and the artists immediately began to sketch details of background, entrances and notable features, while the style observers made notes on what well-dressed men were wearing as they came in.

Having fully determined the dominant notes of the scene,

Even typesetting was dispensed with in this advertisement covering a fashion report of the Yale-Army football game, so that the ad could be printed Monday morning after the event.

the artists then began to make sketches of the figures, fitting them into the backgrounds. They showed little, intimate details such as the "A" on the blanket which the army mule wore and the little aluminum wagon, built like a tea cart, which was rushed on the field when anyone was injured.

In this particular case, even type-setting was sacrificed for the sake of speed and the observers' notes were transmitted and published in long-hand, just as written.

In doing the Kentucky Derby, the artist made detail drawings of the iron framework of the paddock and when questioned as to why he did this, he replied: "The contractors who built that would be after our scalp if we showed just a haphazard construction of any kind."

Next to authenticity, speed is the most important element of such an undertaking. In the case of the National Amateur Golf Tournament at Pebble Beach, it was necessary for the observers and artists to get there and back by airplane; in that of the Army-Yale game, chartered taxis were kept waiting so that artist and observers could catch the through train to New York.

How It Is Done

After the sketches are made the copy is written in for the advertisement and the sketches are then redrawn and inked in; Velox prints are made from them and reduced to fit into the layouts; typesetters set the copy in type and the ad is assembled. Velox prints are next taken of the ad over all, the original is rushed to the engravers for etchings, then from these Velox prints the ads are sent complete by telephoto process to principal cities where they are to appear the following day in the local newspapers.

There the whole process has to be worked out again. The telephoto process reduces the advertisement and it has to be reassembled, thrown up to proper size, and etchings made again to cover the overnight areas of our operating centers.

Referring to the Army-Yale game again, that contest took place on Saturday afternoon and the Hart, Schaffner & Marx ad based on it appeared in the metropolitan newspapers throughout the country on the following Monday morning. To make this possible, a dozen or more mechanics worked all Saturday night to get the ad ready for the Eastern papers, between twenty and thirty worked Saturday night and Sunday in Chicago to prepare it for the Middle West, and

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What happened at the

YALE BOWL

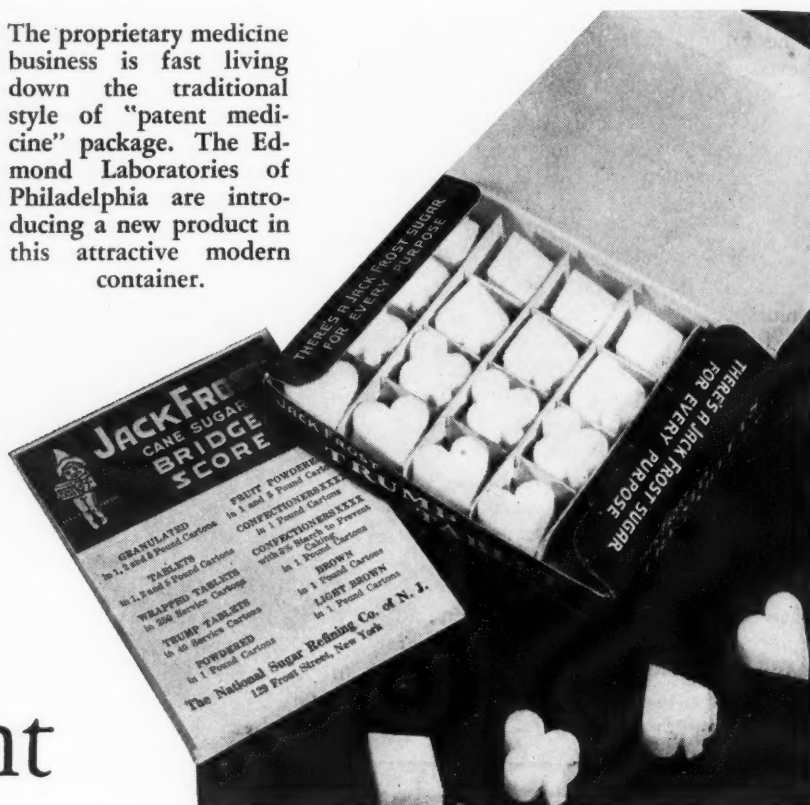
on October 26 — as Hart Schaffner & Marx artists — style — observers saw it

BASKIN

Corner of Clark and Washington 336 North Michigan State Street just north of Adams 62nd Street at Maryland (Open entrance) Cor of Lake and Marion Oak Park



The proprietary medicine business is fast living down the traditional style of "patent medicine" package. The Edmond Laboratories of Philadelphia are introducing a new product in this attractive modern container.



Sales Management Gallery

Some New Trends in
Package Merchandising

An interesting method of giving an old-fashioned staple like sugar a specialty appeal. National Sugar's "Trump Tablet" box carries, as an insert, a tiny bridge score pad, with rules for both auction and contract games.



More than 300,000 of these six-lamp containers have been bought by dealers at five cents each since the Westinghouse Lamp Company introduced them in September. This special carton is offered as a premium to increase the unit of sale. The empty carton can be easily fashioned into two attractive lamp shades.

The Manufacturer's Responsibility to His Dealers

TWENTY years ago, the manufacturer's responsibility to his dealers could have been summed up in one sentence: "We must deliver a satisfactory product which will protect the dealer's reputation and our own; fill orders correctly, make reasonably prompt shipments, bill at a fair price and collect the billing." From that point on, the responsibility lay entirely with the dealer.

Compare this happy condition with the situation which confronts us today. Suppose you were a dealer in household appliances in a fairly large community and you decided to stock certain products. Your credit is fairly good and you have the reputation of being a good dealer. You ask a certain manufacturer in your field to give you his best proposition.

"His Best Proposition"

Here it is—the appliances will be delivered to you on a consignment basis to be paid for as they are sold. A demonstrator will be placed in your store by the manufacturer. Window displays and printed matter of all kinds will be given to you. And to top it off—the manufacturer will place a crew of men in your territory to go from door to door, in some instances, making demonstrations, taking the consumer's order and even delivering the article if need be. Furthermore, the manufacturer will help you make the necessary arrangements for handling the partial payment paper.

Now just for one moment think what that means. The sole responsibilities remaining to you as a dealer are to maintain a store, give a certain amount of display room to this device, pay the canvassers their commission on each sale, collect the partial payments—and your profits. You have no investment in inventory; you pay for the goods only as they are sold; the only selling effort you need put forth is to talk to some prospect who has inadvertently stepped into your store while the demonstrator was out at lunch.

To be sure, this is an extreme example of how far certain manufactur-

"This is no time when manufacturers can say, 'Dealers must take care of their own problems. We have plenty ourselves,'" says this executive. Here Mr. Tew tells how the B. F. Goodrich Company is meeting the dealer problem in their field. He also explains the policies which lie behind the establishment and operation of their factory-owned stores.

BY J. D. TEW

President, The B. F. Goodrich Company
Akron, Ohio

ers have gone in broadening their responsibility to their dealers. Such complete responsibility is not the rule. However, there is scarcely an individual in this room whose company has not taken to itself certain duties which were assigned to the dealer twenty years ago.

What are the underlying causes which have brought about the growing responsibility of the manufacturer toward his dealers?

It was the Civil War, perhaps, which gave the first impetus to mass production. From that time on, until 1921, with the exception of a comparatively few years, demand exceeded supply. Under that condition large profits prevailed. The real incentive to efficiency was the desire to turn out more product.

The Great War came. European manufacturers lost their markets. American-made goods supplanted them. The insistent call came from the sales departments for production—more production. Plants expanded rapidly. The manufacturers' sales forces were primarily order takers. The best salesman was the one who could keep his dealers contented until a long delayed shipment arrived. Dealers spent the greater part of their time "selling" manufacturers that they must have goods—more goods—promptly. No manufacturer thought of the importance of selling the consumer. It was up to him to buy his needs wherever he could find some dealer who would supply him.

Then came the crash! The con-

sumers stopped buying. The very *inertia* of our great manufacturing plants glutted the market with goods before they could be stepped down. Dealers became overloaded, manufacturers' warehouses were filled to the ceiling before schedules could be adjusted! We all know the results.

Price became the watchword of the day. Conversion costs, from raw materials to finished products, were already very low due to the production experience which all had had. But sales costs were mounting higher and higher. If we were to meet competitive prices, selling budgets had to be reduced. And when selling budgets were trimmed, all of us were confronted with diminishing sales volume which in turn brought increased costs. It was on this rock that many a good manufacturer was wrecked.

Just about this time, you and I began to hear those now familiar words "Our Dealer Problem." Our sales departments coined that phrase. They insisted that dealers did not know how to sell—could not move the goods off their shelves. Some of us began to think that our own selling organizations had perhaps forgotten how to sell or had never really had the knack.

But as we look back at it now, why should either our salesmen or our dealers have known how to proceed? The great bulk of them were men whose selling experience lay in that period between 1900 and 1921. They had never been confronted with a

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*From an address before the First Ohio Management Conference, Columbus, Ohio.

Webb Displaces Nine Salesmen with Wholesale Truckers

BY D. G. BAIRD

THE Thomas J. Webb Company of Chicago, coffee importers, recently made arrangements to release the salesmen in nine of its territories and sell through wholesale truckers instead.

The Webb company is a big advertiser and claims to have the largest distribution of any one brand of coffee in the city of Chicago. It also covers the state of Wisconsin, most of Michigan and parts of Illinois and Indiana, selling direct to retailers through traveling salesmen. It has never sold through other wholesalers.

Like many other big distributors, the Thomas J. Webb Company had some territories that were not very profitable. Competition was keen and selling costs had mounted to an almost prohibitive figure. Here was something new that seemed to offer a solution of the problem and Webb decided to give it a trial.

"The whole thing is an experiment and we don't want to be quoted on it," one official of the company said. Pressed for details of the plan, however, he outlined them briefly as follows:

There are already many such wholesale truckers in small cities and towns throughout the Middle West. They are comparatively small concerns, usually operating from one to six small trucks each. They necessarily specialize on just one or a few lines. Thus, one sells a nationally known brand of cakes, another diversifies more and carries mayonnaise dressing, oysters in season, smoked and dried fish, coffee and perhaps a few other items. They buy of the manufacturers or packers and sell to retailers. The truck driver is the salesman and deliveryman. He makes forty to fifty or more calls a day, takes orders and delivers the goods at the same time. Because of the limited capacity of his truck he carries only one brand of each article.

When hand-to-mouth buying became the fashion and the small-order problem arose to cause wholesalers

sleepless nights, the retailer who discounts his bills once a month conceived the idea of operating on someone else's capital by turning his stocks at least every thirty days; buying goods in small quantities and selling them before he has to pay for them. Many retailers are doing that quite successfully.

The wholesale grocer urged his retailers to buy a case of coffee or at least a dozen cans at a time. The wholesale trucker will sell half a dozen or a quarter-dozen cans of coffee and deliver them a minute later. He will call every morning, not only to take orders, but to deliver on the spot. The retailer who can gauge his sales with sufficient accuracy can turn his stock of coffee and other goods which he buys of the wholesale trucker daily.

The fact that coffee is so much better if used soon after it is ground and packed is an important factor in the trial of the truck delivery plan. This plan insures always fresh stocks because the wholesale trucker buys in small lots of the packer and delivers in small lots to the retailer, who buys coffee only as he sells it.

The Thomas J. Webb Company has replaced its salesmen in nine territories with one contact man, who deals only with the wholesale truckers. Some of the salesmen were released, others were placed in other territories. But the point is that one contact man has replaced nine salesmen.

The company sells exclusively through the wholesale truckers in these territories and backs them up with both newspaper and poster advertising. The one contact man gets around to line up such truckers and to keep in touch with them. It is not a consignment proposition. The truckers buy outright of the packing company and distribute the goods to their retail accounts. It is said that they buy in fair quantities, ranging up to twenty-five cases at a time.

At the time this is written the plan has been in operation only a few weeks, hence it is impossible to say

just how well it will work out. It is said to be proving satisfactory so far.

The development appears to be a significant one and the Webb official interviewed said he had reason to believe that some of the big, newly formed food companies are planning to sell and deliver direct to retailers in much the same way by operating fleets of their own trucks, instead of selling through grocery wholesalers, as formerly, which, if true, is even more interesting to those engaged in distribution.



A bright red line bearing the word "Pabcotite" identifies the Paraffine Companies' building paper both in the roll and on the job.

Paraffine Companies Establish Identity for Building Paper

The Paraffine Companies, Inc., San Francisco, have worked out a system for trade-marking building paper which they manufacture, one of the most difficult manufactured products to trade-mark.

A striking red line runs along the center for the entire length of each roll with the word "Pabcotite" appearing continuously.

The paper is thus trade-marked in such a manner that it is easily and readily recognizable, both in the roll and on the job when applied, a fact which makes substitution of other paper impossible, and gives positive protection both to the manufacturer and to the architect who wishes to specify this particular brand.

Previous advertisements in this series have told how The Morning World stands second in concentration of circulation in the 21 highest-income districts of New York City; and how it concentrates more of its circulation than any other morning newspaper in the 40 districts which provide leading Fifth Avenue stores and shops with 95% of their charge business. There remains a broader interpretation of quality, and...

¶ If you have a product of the widest quality appeal, you need the concentrated coverage which The Morning World provides among the families which spend most of the money in New York City. 87% of *all* charge accounts, in *all* stores, emanate from 55 of the 105 districts into which the city is divided. In these districts The Morning World places 57.3% of its total circulation... a larger percentage than any other morning newspaper. Whatever your product, whatever its appeal or price range, The Morning World offers the most intensive coverage of the *real* purchasing power in New York City.

The New York World

MORNING AND SUNDAY



Pulitzer Building
New York

Tribune Tower
Chicago

General Motors Bldg.
Detroit

Send for free booklet "Where your business comes from in New York"

October Newspaper Lineage in Sixty-Four Cities

In the sixty-four cities listed below 58 cities show gains in total volume of newspaper advertising during October, 1929, compared with October, 1928. The 217 newspapers here assembled carried 218,423,836 lines last month, 15,346,944 lines more than in October, 1928, an expansion of 7.6 per cent. Increases are shown by 174 of these papers, losses by 40, no comparison being made for three. The compilation is from figures obtained by this magazine, the statistical department of the New York Evening Post, and the Advertising Record Company:

	1929	1928	Change
Akron	3,641,516	3,257,854	+
Albany	3,032,177	2,533,811	+
Atlanta	3,413,256	3,161,970	+
Aurora (Ill.)	909,622	782,856	+
Baltimore	5,048,442	4,494,836	+
Birmingham	3,080,140	2,949,268	+
Boston	6,632,954	5,920,057	+
Bridgeport	2,558,847	2,248,985	+
Buffalo	4,043,983	4,083,298	—
Camden	2,004,902	2,272,912	—
Cedar Rapids	953,840	831,933	+
Chicago	8,877,675	8,411,472	+
Cincinnati	4,094,863	3,895,948	+
Cleveland	4,402,993	4,274,925	+
Columbus	3,634,398	3,552,997	+
Dayton	3,479,084	2,988,678	+
Denver	2,383,595	2,053,127	+
Des Moines	1,634,928	1,511,551	+
Detroit	6,371,974	5,870,900	+
Fort Worth	2,305,408	2,155,646	+
Gr'd Rapids	2,220,120	2,110,598	+
Hartford	3,103,832	2,938,221	+
Houston	3,506,034	3,257,142	+
Indianapolis	3,543,777	3,246,798	+
Jacksonville	1,553,698	1,486,237	+
Kan. City, Mo.	3,751,308	3,519,135	+
Long Beach, (Calif.)	1,818,537	1,569,071	+
Los Angeles	6,964,160	6,791,820	+
Louisville	3,493,180	3,228,883	+
Memphis	3,077,767	2,949,422	+
Miami	1,140,454	1,004,773	+
Milwaukee	3,728,577	3,506,611	+
Minneapolis	3,551,388	3,379,784	+
New Bedford	1,283,671	889,443	+
New Haven	2,446,735	2,222,582	+
New Orleans	3,768,566	3,944,672	—
New York	17,586,079	16,485,486	+
Newark	2,087,858	1,995,315	+
Oakland	2,678,676	2,566,592	+
Okl. City	2,658,513	2,310,337	+
Omaha	2,215,227	2,083,487	+
Paterson (N. J.)	2,740,708	2,541,991	+
Philadelphia	8,000,619	7,897,388	+
Portland, Ore.	3,510,440	3,020,654	+
Providence	3,522,801	3,406,620	+
Richmond	2,171,246	1,980,510	+
Rochester	4,126,065	3,660,150	+
St. Louis	4,749,760	4,592,160	+
St. Paul	3,025,358	2,965,200	+
Salt Lake City	2,309,972	2,216,424	+
San Antonio	3,477,499	2,899,995	+
San Francisco	4,187,442	3,444,938	+
Scranton	2,206,169	2,310,966	—
Seattle	3,362,256	3,189,705	+
South Bend	2,266,541	1,884,274	+
Spokane	2,532,992	2,256,057	+
Springfield (Mass.)	1,899,842	1,458,674	+
Tampa	1,227,170	1,224,818	—
Toledo	2,394,751	2,397,572	—
Topeka	1,307,019	1,143,569	+
Tulsa	2,506,949	2,252,589	+
Washington	3,270,250	4,836,372	—
Wilkes-Barre	1,091,342	1,123,696	—
Worcester	2,053,691	1,891,137	+
Totals	218,423,836	203,076,892	+15,346,944
Times Press	1,361,826	1,241,806	+
Times Press (Sunday)	271,943	260,333	+
Beacon Journal (Evening)	2,007,747	1,755,715	+
Totals	3,641,516	3,257,854	+
Knickerbocker Press	1,010,683	902,939	+
*Eve. News	1,001,638	803,304	+
Times Union	1,019,856	827,568	+
Totals	3,032,177	2,533,811	+

ATLANTA			
Journal	1,588,916	1,424,206	+
Constitution	1,128,302	963,816	+
Georgian & Amer.	696,038	773,948	—
Totals	3,413,256	3,161,970	+
AURORA (ILL.)			
Beacon-News	909,622	782,856	+
BALTIMORE			
Sun	1,485,685	1,459,489	+
*Eve. Sun	1,887,412	1,746,908	+
American	205,689	173,170	+
*News	1,037,325	716,547	+
*Post	432,331	398,722	+
Totals	5,048,442	4,494,836	+
BIRMINGHAM			
Age-Herald	860,300	778,428	+
News	1,680,378	1,574,174	+
*Post	539,462	596,666	—
Totals	3,080,140	2,949,268	+
BOSTON			
Herald-Trav.	1,839,924	1,551,622	+
Globe	1,590,930	1,492,069	+
Post	1,455,459	1,276,590	+
Record	179,245	163,551	+
Amer. and Sun-day Adv.	783,486	770,492	+
*Transcript	783,910	665,733	+
Totals	6,632,954	5,920,057	+
BRIDGEPORT			
Telegram	874,671	769,229	+
Post	889,220	790,417	+
Sunday Post	118,045	133,479	—
Times-Star	594,727	478,346	+
Sunday Herald	82,184	77,514	+
Totals	2,558,847	2,248,985	+
BUFFALO			
Courier-Express	1,093,499	1,038,752	+
Times	1,193,404	1,359,026	—
*News	1,757,080	1,687,520	+
Totals	4,043,983	4,085,298	—
CAMDEN			
Courier	1,035,496	1,152,776	—
Post	969,406	1,120,136	—
Totals	2,004,902	2,272,912	—
CEDAR RAPIDS			
Gaz. & Repub.	834,253	724,976	+
Sun. Gaz. & Rep.	119,587	106,957	+
Totals	953,840	831,933	+
CHICAGO			
*Daily News	2,155,302	2,029,812	+
Tribune	2,966,472	2,827,254	+
Herald Examiner	1,237,152	1,254,279	—
*Post	515,385	471,330	+
*American	1,496,139	1,494,219	—
Daily Times	507,225	507,225	—
*Journal	334,578	334,578	—
Totals	8,877,675	8,411,472	+
CINCINNATI			
*Post	991,144	902,216	+
*Times Star	1,545,110	1,494,794	+
Enquirer	1,251,754	1,200,598	+
Tribune	306,855	298,340	+
Totals	4,094,863	3,895,948	+
CLEVELAND			
Plain Dealer	1,593,679	1,595,325	—
News-Dealer	1,099,224	1,131,375	—
*Press	1,710,090	1,548,225	+
Totals	4,402,993	4,274,925	+
COLUMBUS			
Dispatch	1,921,490	1,984,168	—
Journal	596,015	571,321	+
*Citizen	1,116,893	997,508	+
Totals	3,634,398	3,552,997	+
DAYTON			
News	1,645,938	1,453,032	+
*Herald	1,188,096	923,202	+
Journal	645,050	612,444	+
Totals	3,479,084	2,988,678	+
DENVER			
News	753,173	671,804	+
Post	1,630,422	1,381,323	+
Totals	2,383,595	2,053,127	+
DES MOINES			
Register	578,314	464,496	+
*Tribune	1,056,614	987,055	+
Totals	1,634,928	1,451,551	+
DETROIT			
News	3,198,566	2,998,058	+
Times	1,463,602	1,427,398	+
Free Press	1,473,570	1,445,444	+
Daily (tab)	236,236	236,236	—
Totals	6,371,974	5,870,900	+

FORT WORTH			
Star-Telegram	1,087,450	921,242	+ 166,208
Record-Telegram	542,640	483,224	+ 59,416
Press	675,318	551,180	+ 124,138
Totals	2,305,408	1,955,646	+ 349,762
GRAND RAPIDS			
*Press	1,493,394	1,444,926	+ 48,468
*Herald	726,726	665,672	+ 61,054
Totals	2,220,120	2,110,598	+ 109,522
**Includes	46,410 lines	City advertising.	
HARTFORD			
Courant	1,218,221	1,127,202	+ 91,019
Times	1,885,611	1,811,019	+ 74,592
Totals	3,103,832	2,938,221	+ 165,611
HOUSTON			
Chronicle	1,576,092	1,347,178	+ 228,914
Post-Dispatch	1,263,570	1,216,306	+ 47,264
*Press	666,372	693,658	- 27,286
Totals	3,506,034	3,257,142	+ 248,892
INDIANAPOLIS			
*News	1,720,464	1,700,490	+ 19,974
Star	1,143,636	1,006,239	+ 137,397
*Times	679,677	540,069	+ 139,608
Totals	3,543,777	3,246,798	+ 296,979
JACKSONVILLE			
Times Union	978,012	940,024	+ 37,988
Journal	575,686	546,213	+ 29,473
Totals	1,553,698	1,486,237	+ 67,461
KANSAS CITY (MO.)			
Jour.-Post (E.&S.)	715,243	850,944	- 135,701
Star (E. & S.)	1,962,574	1,721,967	+ 240,607
*Star (M.)	1,073,691	946,224	+ 127,467
Totals	3,751,508	3,519,135	+ 232,373
LONG BEACH (CALIF.)			
Press Telegram	1,220,870	1,091,433	+ 129,437
Sun	597,667	477,638	+ 120,029
Totals	1,818,537	1,569,071	+ 249,466
LOS ANGELES			
Times	1,942,584	1,966,146	- 23,562
Examiner	1,845,396	1,793,680	+ 51,716
*Express	827,344	828,184	- 840
*Herald	1,587,768	1,488,914	+ 98,854
*Record	405,048	398,678	+ 6,370
*News (tab)	356,020	316,218	+ 39,802
Totals	6,964,160	6,791,820	+ 172,340
LOUISVILLE			
Courier-Jour.	1,394,648	1,215,213	+ 179,435
Herald-Post	878,443	853,955	+ 24,488
*Times	1,220,089	1,159,715	+ 60,374
Totals	3,493,180	3,228,883	+ 264,297
MEMPHIS			
Comm. Appeal	1,326,290	1,382,493	- 56,203
*Evening Appeal	906,227	706,370	+ 199,857
*Press Scimitar	845,250	860,559	- 15,309
Totals	3,077,767	2,949,422	+ 128,345
MIAMI			
Herald	700,833	632,219	+ 68,614
Daily News	439,621	372,554	+ 67,067
Totals	1,140,454	1,004,773	+ 135,681
MILWAUKEE			
Journal	1,980,274	1,851,684	+ 128,590
Sentinel	582,809	625,363	- 42,554
*Leader	214,790	222,880	- 8,090
*Wis. News	950,704	806,684	+ 144,020
Totals	3,728,577	3,506,611	+ 221,966
MINNEAPOLIS			
Tribune	1,482,039	1,328,957	+ 153,082
Journal	1,395,119	1,399,955	- 4,836
*Star	674,230	650,872	+ 23,358
Totals	3,551,388	3,379,784	+ 171,604
NEW BEDFORD			
Times	702,461	417,449	+ 285,012
Standard (Daily)	471,332	379,208	+ 92,124
Standard (Sun.)	109,878	92,786	+ 17,092
Totals	1,283,671	889,443	+ 394,228
NEW HAVEN (CONN.)			
Register	1,479,853	1,355,629	+ 124,224
*Journal-Courier	632,995	626,710	+ 6,285
*Times	333,887	240,243	+ 93,644
Totals	2,446,735	2,222,582	+ 224,153
NEW ORLEANS			
Times-Picay.	1,596,384	1,661,221	- 64,837
Item	897,646	864,380	+ 33,266
States	731,359	763,636	- 32,277
*Tribune	543,177	655,435	- 112,258
Totals	3,768,566	3,944,672	- 176,106
NEW YORK**			
Bronx Home News	563,603	527,653	+ 35,950
Times	3,052,745	3,024,413	+ 28,332
Herald-Tribune	2,073,090	1,938,256	+ 134,834
World	1,259,053	1,291,344	- 32,511
American	1,118,996	1,093,934	+ 25,062
News (Tab.)	1,251,081	1,064,026	+ 187,055
Mirror (Tab.)	294,676	202,607	+ 92,069
(Continued on page 420)			

BUSINESS IS GOOD

IN THE TRUE CLEVELAND MARKET

OUTBOUND Freight, Bank Clearings, and Employment Index, those three favorite business barometers, all evidence the prosperity of the TRUE Cleveland Market.

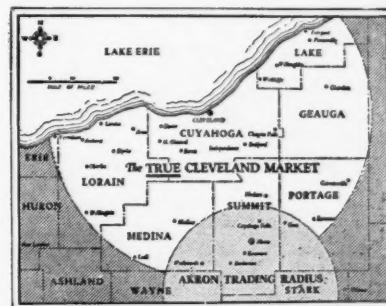
Reports recently compiled for the first ten months of 1929 show Cleveland to be enjoying unusually favorable business conditions, with every indication that this prosperity will continue unabated thruout the winter of 1929 and the spring of 1930.

The greatest diversification of industry of any American city prohibits great fluctuation in Cleveland prosperity.

Here, then, is an unusual opportunity for you to tell the story of your merchandise with the certain assurance that the people to whom you are talking have the money with which to buy.

Particularly is this true, if your advertising appears in the newspaper which is read in nine of every ten English-reading Cleveland homes.

Need we say "Press"?



Here is a picture of the TRUE Cleveland Market, 35 miles in radius, 1,525,000 in population, the only area of Cleveland business influence, the only area in which Cleveland newspaper advertising is effective. These facts have been proved many times by many unbiased marketing authorities, among whom may be numbered: J. Walter Thompson Co., Dartnell Corp., International Magazine Corp. (publishers of Cosmopolitan), Sales Management Magazine, Cleveland Chamber of Commerce, Ohio Bell Telephone Co., Editor and Publisher, Shopping News, 100,000 Group of American Cities, Audit Bureau of Circulations (on authority of the three Cleveland publishers), Standard Rate and Data Service, and Five Surveys covering 436 leading Cleveland retailers, distributors, wholesalers, and jobbers of Cleveland and north-eastern Ohio. Surely this should be positive proof of the contention of The Cleveland Press that only in this area can any Cleveland newspaper produce results, make sales PROFITABLY.

Bank Clearings

	1929	1928
Jan.	\$647,637,531...	\$554,877,963
Feb.	560,294,480...	496,788,620
Mar.	653,606,848...	533,332,905
Apr.	680,098,768...	548,090,367
May	672,709,452...	571,194,343
June	661,853,028...	592,589,348
July	721,180,097...	604,385,219
Aug.	668,379,033...	558,163,148
Sept.	668,398,010...	575,784,822
Oct.	756,151,593...	655,566,933

Freight, Rail—Outbound Cars

	1929	1928
Jan.	32,460.....	25,691
Feb.	31,056.....	27,469
Mar.	38,870.....	33,996
Apr.	43,952.....	32,109
May	56,198.....	37,917
June	43,059.....	42,857
July	53,724.....	40,595
Aug.	54,743.....	47,134
Sept.	49,504.....	47,024
Oct.	Not available until December.	

Employment Index

	1929	1928
Jan.	117.9.....	103.2
Feb.	123.6.....	105.9
Mar.	123.4.....	107.8
Apr.	123.1.....	110.5
May	124.0.....	111.1
June	123.8.....	111.1
July	124.2.....	111.3
Aug.	125.0.....	113.8
Sept.	124.0.....	114.5
Oct.	119.2.....	110.6

The Cleveland Press

NATIONAL ADVERTISING

230 Park Avenue, New York City
Atlanta . Detroit . Dallas . Buffalo

The ADVERTISING BUY



TISING DEPARTMENT

919 N. Michigan Avenue, Chicago
Philadelphia . Los Angeles . San Francisco

I N C L E V E L A N D

Magee Furnace Abolishes Dealers; Direct Sales to Reduce Prices

To save one-quarter to one-third in the retail price of its products the Magee Furnace Company of Boston last week abandoned the policy of selling through dealers which it has followed for seventy-five years and will sell direct to consumers. The company is announcing the new policy in an intensive advertising campaign in New England newspapers.

"One reason for the change," explained Alfred E. Stockbridge, president, in an interview with SALES MANAGEMENT, "was to bring the company into step with the trend of the times. This trend, from the standpoint of the consumer, is to buy good quality merchandise at prices as low as possible. In order to be in the best position to meet this trend the manufacturer must eliminate unnecessary costs all along the line.

"We also believe we can do a better selling job than the dealer. For example, in our salesrooms we will show our complete line, not only the full variety of models in furnaces, ranges, combinations, gas stoves, etc., but the choice of colors. In the dealer's showroom or store, on the other hand, the prospective customer could see only a few models of our line. The dealer, unless he does a large business, cannot carry our complete line. He insists that we give him the exclusive agency in his community for our apparatus, but he will not, in many cases, sell our heating and cooking equipment exclusively. We must compete with others in his store.

"Still another important reason, we are convinced that advertising offers the most effective and cheapest means of selling goods today. We believe that our own advertising, playing up our line completely, and carried out on a fairly large scale, will bring more sales than would dealer advertising, our former policy, which, in most cases, is confined to one or two models and loses much of its effectiveness by appearing only spasmodically.

"Another reason, with the company in complete control of selling, the prices of the models are the same to everybody. When dealers were selling our equipment various factors made prices higher or lower in different sections. Often the variance in price caused misunderstandings which hurt sales.

"With the change in policy we have also adopted a plan of selling either on a cash or terms (monthly payment) basis. We can now offer the same terms to each customer—whereas on

term payments, operated through dealers, local circumstances often cause them to be too easy or too harsh with customers, with the result that there would be mixups and often dissatisfaction.

"This new plan is wholly different from that of any concern of the prominence of the Magee company in its line in the East. Nevertheless, we feel very confident that it will succeed. "A radical step that we have taken in carrying out the direct selling policy is to leave the matter of setting up the products to the purchaser. In other words, our new sales plan calls for delivering the range or stove to the customer's door within Greater Boston and in paying the freight to the nearest railroad station outside of that district. This plan in itself allows us to sell our products considerably cheaper. Yet the housewife is not inconvenienced, for she can, in most cases, find a man in her own locality who can install the apparatus for her cheaper than we could send a man out to her. Besides, this plan gives the husband, who is handy and thrifty, a chance to do his own installing. We have gone as far as we can to help men who wish to do this by mounting our apparatus so that it can be handled with a minimum of effort and by simplifying the installation process as far as possible. At least the installation work has been so simplified that the purchaser can find a heating man in the community who can install the range or stove as quickly and as easily as we could ourselves.

"In promoting sales we will lean very strongly on advertising—depending upon it almost exclusively for the present, to bring people into our salesrooms. Later we may put on contact men who will go to the homes of prospective customers—although I feel now that the door-bell ringer is going out of fashion, that house-to-house selling has been carried to such an extent that the public is weary of it.

"We launched our campaign by announcing the change in policy in advertisements two-thirds of a page in size in several newspapers. These outlined our new selling methods and stated definitely that we were able to offer our products at prices lower than when we were selling through dealers. They contained a keyed catalog coupon, which, if filled in and sent to us, would bring the inquirer a forty-page, colored illustration book showing our leading models.

"The response to our first advertisements gave every indication that the new plan will be a success. The catalog coupon idea is proving effective, for it gives people not within easy reach of our salesrooms a chance to obtain a good conception of our line."

Electrolux to Double Campaign; \$1,000,000 Goes Into Newspapers

A 100 per cent increase in the advertising appropriation for the Electrolux gas refrigerator was announced to SALES MANAGEMENT this week by H. W. Foulds, vice-president of Servel Sales, Inc., in outlining plans to increase the sales of this product at least 50 per cent in 1930.

The bulk of the advertising appropriation will be spent in newspapers, Mr. Foulds said—larger schedules being run in about 200 newspapers. Altogether nearly \$1,000,000 will go into this medium.

Magazines, however, will also have an important place in the program. The schedule calls for seventeen four-color pages in the *Saturday Evening Post*, twelve pages in *Good Housekeeping* and nine in *House & Garden*.

The number of dealers and distributors handling Electrolux has increased from 132 at the first of this year to 977. More than half of the company's output of this product is handled by public utility companies.

The entire gas industry is watching the expansion of Electrolux with interest—as a product in their field the features of which can be "dramatized" quite as easily as those of electricity.

Motor Showroom Presents Entire Ivins' Line

In order to get dealers to stock all its products—in view of the fact that the salesmen haven't time to describe all of them, nor the dealers time to listen—J. S. Ivins' Son, Inc., baker of Philadelphia, is sending out a special "aero-demonstration car" to call on the trade. The car is a trailer drawn by a Hudson coupe—both painted in the standard Ivins' colors—cream background and red top, fenders and running gear.

The interior of the demonstration car resembles an airplane cabin, with an aisle running through the center and racks on each side displaying the line.



TWO PROSPECTS and one of *your* salesmen

*It's his first call, but he's winning the order—thanks to the movie method.
Send coupon for booklet that describes Ciné-Selling.*

THEY'RE a busy pair, not given to enthusiasm, and always ready with "See us on your next trip," or "Too high." Yet here they sit eagerly absorbing facts that make the difference in price seem of only trifling importance. For the unassuming black case that your salesman brought in has revealed itself as a movie projector—the Eastman Business Kodascope. The Business Kodascope has armed your representative with the tremendous power of motion pictures, and your prospects see the merits of your proposition explained and demonstrated in a way that fills their minds with seizable reasons for buying. Thus supported, your salesman gets the order, and your company gets the profit.

The Business Kodascope makes the use of films thoroughly practical as a routine method of selling. This ingenious projector has a built-in screen and is set on the prospect's desk. Your man needn't pull the shades or move

What is your selling problem?

Have you a merchandising program to present? or a service for sale? or a product that can't be demonstrated in an office? or a mechanism with hidden merits? or a statistical story? or distributors to instruct?

Whatever your perplexity may be, a professional producer of commercial motion pictures can quickly plan a convincing movie for you to show with the Business Kodascope—the latest aid to effective salesmanship.

the furniture. He's ready in a minute after entering the office.

Skilled Specialists Produce Picture-Stories of any Product

Experienced producers (names on request) now specialize in making films for Ciné-Selling. They can transform your sales story into an interesting and

convincing film. And the Business Kodascope is the projector that permits your salesman to carry the film presentation right to the prospect's desk.

Business Kodascope is for 16 mm. films (usually reduced from 35 mm. originals) and shows a bright, clear picture to one person or to a group. Embodies every feature that the salesman wants. Yet the price is but \$90.

Let us send you complete facts about this latest projector and about the movie method of increasing sales. Mail the coupon today.

EASTMAN KODAK COMPANY, Rochester, N. Y.

Please send me
"The New Way to Greater Profits—
Ciné-Selling"

Name.....

Title.....

Firm.....

Address..... S.M. Nov. 30

The Eastman BUSINESS KODASCOPE

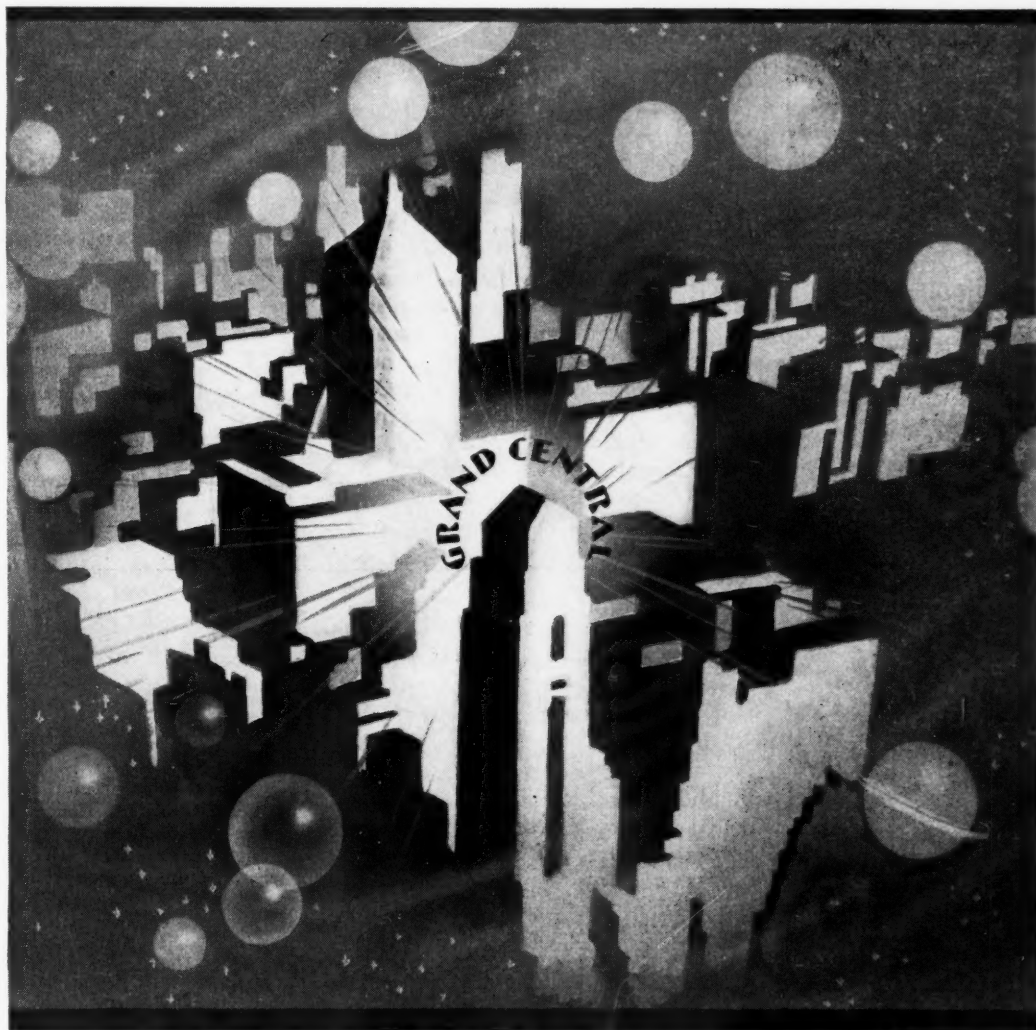
WIFE

WISE SALESMANSHIP ON ITS METTLE: Salesmanship and sales stimulation are put on their mettle by the summons that has gone forth from the White House to do everything possible to keep the wheels of business turning at high speed. There is no call to force goods on the market. What is sought rather is close study of public needs and greater care than ever to avoid those irregularities of distribution which produce spottiness. Good salesmanship under present conditions will concern itself less with volume than with coordination of supply with demand. It will seek more than ever to keep in touch with consumer requirements and so help its own enduring interest by cooperating with dealers to ensure unclogged inventories and profitable business. . . . It is essential of course that the buying spirit of the people shall not be chilled by vague apprehensions. On this point excellent advice is given by Dr. Julius Klein of the Department of Commerce in one of his recent broadcast talks: "Advertising, considered as a whole, is one of the most potent of business accelerators. It keeps goods moving. And it inspires confidence. At this time any appreciable let-up in advertising would be unquestionably injurious." Of like significance is his more general observation: "Some broad general facts showing the soundness and progressiveness of the American business structure might well be brought home more forcefully to our people through the medium of advertising—not as propaganda, but as a means of conferring wholesome, reassuring truths." Something has already been done along these lines. Official recognition of its value as a means of sustaining public understanding of the situation should encourage waverers to go forward with the courage that is rooted in fundamental facts rather than mere sanguine expectations.

ADVERTISING TRENDS: The year now approaching its close has brought a larger volume of advertising to newspapers and magazines than either group of media has ever carried before. In the newspapers this expansion has been felt in very many classifications, and it has affected a great majority of the daily publications in all parts of the country. It has had the characteristics of a flood tide, submerging previous marks of its flow in every direction. Magazine advertising, greatly in excess of last year's as a whole, shows a rather distinct trend toward publications with a predominant appeal to women, if we look farther back than a single year. In the November monthlies and October weeklies, for instance, nine leading periodicals that deal mainly with fiction and current events along popular lines, of whose advertising we have complete records, had an

advertising income this year of 8.9 million dollars, just about the amount they had in the same month in 1926. The fifteen leading women's magazines had seven million dollars' worth of advertising this year compared with something less than five and one-half million four years ago; while ten home and social magazines which had \$625,000 worth of advertising in November, 1926, had \$984,000 in November, 1929. In other words, these two classes of magazines which are addressed primarily to women gained nearly 25 per cent over their volume in 1926. . . . The rapid growth of interest in information about the household, the garden and the amenities of life is all the more significant because it seems to run counter to a rather common belief that the home as an institution is losing ground, a generalization from insufficient data that is certainly not borne out by the facts here presented. As long as women spend the greater part of the money that goes for the necessities and comforts of living the industries that minister to their wants and tastes will seek out the focii of their attention.

THE TREND OF PROFITS: O. H. Cheney, the New York banker, in his recent address to the Associated Grocery Manufacturers, remarked that if the distributors are not receiving as much profit as they should, then there is something wrong either with their methods or with the whole price structure or with the whole system of distribution. Let us see what the facts are. The successful distributing corporations, wholesale and retail, made profits of 3.78 cents on the dollar of sales in 1927, the latest year for which statistics are available. In 1926 the ratio of profits was 3.79. In 1925 it was 4.20. The successful manufacturing corporations reported profits on sales as follows: 9.07 cents on the dollar in 1927; 9.79 cents in 1926, and 9.62 cents in 1925. In the three-year period the distributors' profits receded nearly 10 per cent, those of the manufacturers 6 per cent. . . . How did these varying scales of profits affect manufacturers and distributors? The manufacturing corporations which made money had net profits in 1925 of 4,774 million dollars and of 4,344 millions in 1927, a loss of 10 per cent. Trade corporation profits shrank from 1,323 to 1,213 millions of dollars, a loss of 8 per cent. The manufacturers who made no money had deficits in 1925 of 665 millions of dollars, 18 per cent less than the deficits in 1927, which amounted to 786 millions, while the losses of the distributors who made no money rose from 277 in 1925 to 348 million dollars in 1927, 25 per cent. Leaving out of present consideration the wide difference between the margin of profit on sales of the manufacturers and distributors, largely accounted for by the large investments in manufacturing plants, it appears from these figures that, as far as the corporations are concerned, the distributors are not holding their own as well as the manufacturers. It cannot be said that the former are burdening costs of distribution concerning which we hear so much.

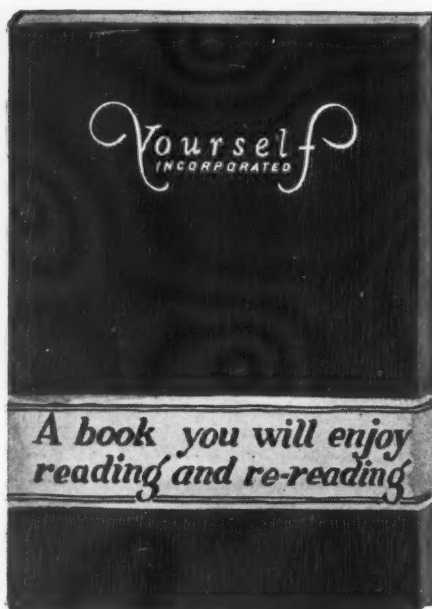


HUB OF THE GRAPHIC UNIVERSE

PROGRESSIVE POLICIES and the trend of present-day business in New York City and environs finds Sterling Downtown Plant—Black and White, Ben Day and Art Departments, at a new address, 304-320 East Forty-fifth Street, New York City in the Allied Arts Building at the center of graphic affairs, occupying an entire floor, equipped with the most efficient mechanical devices and order-directing facilities known to modern photo-engraving engineering. This move is made as a part of a program of expansion of our Black-and-White and Color Departments. . .

East Plant: 304-320 E. 45th St.
VANderbilt 7661 • 2 • 3 • 4 • 5 • 6

West Plant: 10th Ave. at 36th St.
MEDallion 1900 • 1 • 2 • 3 • 4 • 5



By **DAVID H. COLCORD**
formerly Editorial Director, Dartnell Corporation

How do you like yourself?

This book is actually a "mirror" designed to "show you up" to yourself. Makes you decidedly uncomfortable, yet at the same time provides the "kick in the pants" that every individual needs at least once a year. You'll wear this book out—and then write for copies for your friends. Would make an ideal Christmas gift to friends and employees.

What Other Executives Say

"Your book was so welcomed by our sales force and by some few of our dealer friends to whom we sent it that it is necessary for us to have another lot of 50 to supply additional requests for it."

STATIONERS LOOSE LEAF COMPANY

"Please send us one hundred copies. The book has impressed us quite favorably. It is exceptionally well written, in our opinion."

STATE BOND AND MORTGAGE COMPANY

"I read it this morning! I am enclosing you herewith, check for which please send me 800 copies."

CHICAGO PORTRAIT COMPANY

"Send 25 copies. Best thing I've ever seen."

BERNE MANUFACTURING COMPANY

"Your book is the most inspirational article I have ever read. Kindly send 75 copies to the attention of the writer."

MAYTAG INTERMOUNTAIN COMPANY

Just Mail Coupon

Will you gamble to this extent? Send coupon and no money today. "Yourself, Inc." sent on 10 days' FREE approval—time enough to read and return if you don't want to keep it. But you'll keep it!

SEND NO MONEY

DAVID H. COLCORD, Inc.
222 West Adams St.
CHICAGO, ILL.

Yes—send "Yourself, Inc." on approval. Price \$1.70, plus postage, if I keep it. Quote us special price in quantities.

Firm Name

Your Name

Address

City State

Effective Practices Shown at St. Louis Sales Conference

"Although December is not considered a good month for the sale of electric refrigerators, we are going out to sell our men on the idea of giving them for Christmas presents by emphasizing the use of the deferred payment plan," A. C. Mayer, merchandising manager of the Refrigeration Division, General Electric Company, told the third One-Day Conference for Sales Executives, meeting under the auspices of the Sales Managers' Bureau of the St. Louis Chamber of Commerce, there, November 22. The theme of the conference was "Successful Sales Practices."

"Glorify your product. Put personality into it," H. W. Arnold, general manager of the Delco Light Company, urged the delegates.

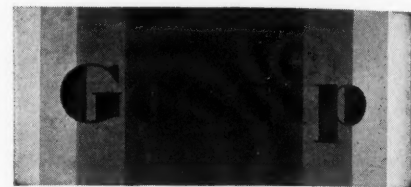
He "took" prunes as an example. "Glorification" is responsible for the fact that you must now pay sixty cents in a hotel for three of them. Mr. Arnold advised sales contests. "Always have a fight on," he said, mentioning the example of Napoleon, who had no trouble recruiting and holding armies because his men knew he was a fighter.

"Salesmen must have the cooperation of every man in the organization, from the janitor up," Dr. Gus W. Dyer, editor of *Southern Agriculturist*, Nashville, told the conference. "If your merchandise is not what it should be in every particular, then the salesman cannot successfully sell it," he counseled. He gave several examples of perfect factory cooperation in use by American business concerns. "Every last man in the organization, regardless of how small or colorless his job may be, should be taught the idea that the entire success or failure of that business depends on the way he handles his job."

"The new conception of selling is the idea that responsibility starts with the manufacturer and ends only when the ultimate sale is made," G. W. Allison, sales consultant of Chicago, emphasized in the final address at the conference. Dr. Allison urged the manufacturers to learn more thoroughly the "merchandising angle" of their business.

Buffalo Radio Lineage

The Buffalo News in its SALES MANAGEMENT advertisement November 16th made an unintentional error in quoting the Sunday radio lineage of "the nearest Sunday paper," referring to the *Courier-Express*, as 105,343 lines. The correct figure was 220,985 lines.



VAUGHN FLANNERY, for six years vice-president and art director of N. W. Ayer & Son, Philadelphia, has resigned to become vice-president and art director of Young & Rubicam, Inc., New York. He will take up his new duties December 2. . . . DONALD S. HARRIS, formerly with the food division of the San Francisco office of the H. K. McCann Company, has been transferred to the Seattle office as account executive. . . . JEROME VAN WISEMAN and DONALD LINDSAY have joined the copy staff of the United Advertising Agency, New York. Mr. van Wiseman has been with the New York Times and Mr. Lindsay with Hanff-Metzger and James F. Newcomb & Company, New York agencies. . . . FERDINAND SPRINGER, for several years with General Business Films, Inc., New York City, has been appointed secretary of the company. . . . JOSEPH H. NEEBE's four-act comedy, "The 13th Ticket," an adaptation from the Russian of Alexei Tolstoi, will be produced by the Detroit Civic Theatre, December 9-22. Mr. Neebe is a member of the executive staff of Campbell-Ewald Company, advertising agency. . . . MORRIS ROWLES, president of the San Francisco Sales Managers' Association, formerly vice-president and Western manager of the Tidewater Oil Sales Corporation, recently sales manager of the Associated Oil Company, is now with the firm of L. H. Bennett, Northern California and Nevada distributor for General Electric refrigerators. . . . CHARLES M. STORM, JAMES S. LIPSER and EDWARD KLEIN have formed the advertising agency of Storm & Lipser, Inc., with headquarters at 270 Madison Avenue, New York. Mr. Storm, who has been with the Jules P. Storm Company for eighteen years, will be president; Mr. Lipser, a former vice-president of the Happiness Stores and for the past six months with the Storm company, vice-president and treasurer; and Mr. Klein, for the past ten years with the same agency, secretary. . . . H. B. VAN DER ZEE, for the past two years district sales manager with the Hudson Motor Car Company, has joined the factory staff as office assistant to T. E. JARRARD, general sales director, of the Marmon Motor Car Company. L. D. HAAS is now home office and sales budget supervisor. . . . C. G. BEECHING has become head of the Eastern division of the factory sales department of the Marmon Motor Car Company. He succeeds A. G. AVERY, who is now in charge of the new dealer divisions of the company. . . . GEORGE D. WILCOX, advertising manager of the Federal Motor Truck Company, has been appointed to head the newly created merchandising department. He will continue in charge of advertising. . . . GEORGE HAMMOND, a member of the editorial staff of the Chicago Tribune for nearly ten years, has joined the Chicago office of Albert Frank & Company as director of public relations. . . . J. J. MILLER, who several years ago was president and general manager of the Iowa Motor Truck Company and Bell Trucks, Inc., Ottumwa, Iowa, has been appointed general manager of the sales and export department, and a director of the Eggleston Compartment Coach Company, Grinnell.



Fletcher's Men Make Good

For more than ten years, we have been cooperating with employers in locating and investigating executives, salesmen, and young men to be trained for responsible positions.

We have demonstrated to several hundred employer clients that they can save time and money in hiring men by using Fletcher Service.

Through extensive research work in the high grade personnel field and the development of a Service Department which co-operates with capable men who wish to change their positions, we have been able to reduce tremendously the turnover of men placed with our clients. Exact figures are not available, but we believe that this reduction is approximately 75%.

Fletcher's does not operate as an employment agency. In all placement work, we act exclusively for the employer, charge the employer for service, and guarantee every man placed to make good and stick.

If you are interested in increasing your profits in men, we shall be glad to send you complete information without obligation. It will help us materially if you can tell us something of your problem in your first letter.

Want a Job? *We have a new booklet, entitled "To Him That Hath—", which explains our Service Department and also contains a great deal of information valuable to the man with a personnel problem. The cost is 25 cents. Why not send for it today?*

WILLIAM L. FLETCHER, Inc.

Personnel Managers and Counselors

8 Newbury Street, Suite 971

Boston, Massachusetts

Fighting for Sales Volume

Judging from reactions since the recent slump in the stock market, in 1930 every company in the country is going to be fighting desperately to obtain sales volume.

Sales Contests and Premium Plans

will be used extensively. Already there are indications pointing to a much larger number of sales contests and premium offers than ever before. Our facilities are now available to a few additional concerns of standing.

Individualized Services

We serve clients in the following lines: *Prize and Bonus Plans* for Stock and Bond Houses—Insurance Companies—Power Companies—Banks—Manufacturers of Automobiles—Automotive Equipment—Fire Trucks—Automotive Street Cleaning Equipment—Paints—Metal Goods—Bakery Products, etc.

Premium Plans in the following lines: Canned Goods—Coffee—Flour—Confectionery—Evaporated Milk—Spices—Teas—Soaps—Polishes, etc.

We carry in our warehouse, ready for instant shipment on receipt of orders, a stock of over 2,000 different items of standard, trade-marked merchandise. No investment or overhead on the part of our clients is involved in our service. Although articles are shipped direct to recipients, one at a time, our prices are under those of ordinary wholesalers.

Among the well-known concerns whom we serve (some of them for more than 20 years) are: Lever Brothers Company, The J. B. Williams Company, Sheffield Milk Company, McCormick & Company, Union Supply Company (U. S. Steel Corp.), International Magazine Company (Hearst Publications) and scores of other nationally known companies.

*Information sent by mail on request.
No representative will call
without an invitation.*

The Premium Service Company, Inc.

E. W. PORTER, President

7 West 18th Street
New York City

Form National Wool Sales Association

The Federal Farm Board has announced the formation of the National Marketing Association, central sales agency of the wool and mohair cooperatives of the United States. Articles of incorporation, by-laws and marketing agreements were adopted at San Angelo, Texas, yesterday by the committee of fifteen appointed at the meeting with the Farm Board in Chicago, October 4 and 5.

The National Wool Marketing Association is the second central commodity sales agency to be set up under the guidance of the Federal Farm Board, the first being the Farmers' National Grain Corporation. L. B. Palmer, of Columbus, Ohio, president of the Ohio Wool Growers' Cooperative Association, was elected president, and Roger Gillis, of the Texas Sheep & Goat Raisers' Association, of Del Rio, Texas, vice-president.

Seek to Standardize Rural Paper Audits

Standardization of circulation audit methods and reports for weekly newspapers was the subject of a conference in New York last week by representatives of the state and national press associations, and the committee on country newspapers at the American Association of Advertising Agencies.

As a result of the conference, it is estimated that a dozen state press association audit bureaus, representing about 25 per cent of the weeklies in the country, will agree upon standardized methods early in 1930.

Issue Radio Tube Manual

The National Union Radio Corporation has prepared a "Book of Facts," to give their salesmen a complete working knowledge of all factors that enter the manufacture of a radio tube. The corporation has also arranged, on the top floor of its Newark plant, a miniature factory where the making of radio tubes will be demonstrated.

Represent Western Papers

Associated Advertising Representatives, Chicago, have been appointed advertising representatives in Chicago and the surrounding Middlewest territory, for the *Pacific Goldsmith, Pacific Stationer, The Toy Department, Western Clothier, Hatter & Haberdasher* and the *Western Sporting Goods Review*.

New Brinckerhoff Office

Brinckerhoff, Inc., advertising agency of Chicago and Detroit, has opened a Toledo office in the Security Bank Building there. W. S. Waring, manager of the Detroit office, will also have supervision of the new office.

Account Changes

MULLINS MANUFACTURING CORPORATION, Salem, Ohio, radiator division, to Cramer-Krasselt Company, Milwaukee.

THE AMERICAN ENKA CORPORATION, Asheville, North Carolina, (division of Dutch Enka Company of Holland), synthetic yarn producers, to Reimers & Whitehill, Inc., New York City.

THE RALLET CORPORATION OF AMERICA, New York City, merchandisers of high-grade perfumes and face powders, to Percival K. Frowert Company, Inc., of that city.

CLING SURFACE COMPANY, Buffalo, New York, Cling-Surface belt preservative, to Burton Bigelow, Inc., there. Business papers, and direct mail.

CHEMICAL TOILET COMPANY, Syracuse, New York, San-Equip septic tank account, to the Z. L. Potter Company, Inc., of that city.

INGERSOLL WATCH COMPANY, New York City, to Federal Advertising Agency, Inc., there.

WEST HILL NURSERIES, INC., Fredonia, New York, nurserymen, to Burton Bigelow, Inc., Buffalo. Agricultural, horticultural and mail order papers.

FERRO-CO CORPORATION, Brooklyn, steel products, to O. S. Tyson & Company, Inc., New York City.

PENSELPEN COMPANY, New York, combination pen and pencil, to C. A. Chandler Company. Newspapers, magazines and trade publications.

THE SOCIETE DES CAVES ET PRODUCTEURS REUNIS of Roquefort, France, Bee Brand Roquefort cheese, to Cowan & Prindle, Inc., New York. Class publications for initial campaign.

National Lamp Works Changes Its Name

National Mazda lamps, a product of General Electric Company, will be known after January 1 as General Electric Mazda lamps—the new name being emphasized in all the advertising of the National Lamp Works of the General Electric Company, Cleveland, beginning in January. The change, explained J. E. Kewley, general sales manager of the National Lamp Works, will enable his division to capitalize more strongly upon the good will built up through the extensive promotion of the General Electric name.

The Edison Lamp Works of the company will continue to sell lamps under the Edison Mazda name.



WHAT SHALL WE EAT ON SUNDAY?

That's the question Saturday's Plain Dealer answers for the women of NORTHERN OHIO

GETTING the Sunday dinner isn't the nerve-racking ordeal it once was—not in Northern Ohio. And Sunday dinners are more tasteful, too; tables are more daintily arranged; diets are better balanced. In greater numbers than ever before, Northern Ohio husbands push back their chairs after Sunday dinner and enthusiastically exclaim. "Delicious, my dear! Where ever did you get the recipe?"

The truth of the matter is that thousands and tens of thousands of Northern Ohio women get their Sunday menus from the pages of Saturday's Plain Dealer. On that day there's a special Food Page, a cash-prize-for-best-menu contest, and editorial mention of new foods, beverages and household supplies developed by manufacturers. Every week the story of a personal visit to some food factory by the Plain Dealer's home economics editor appears . . . Always two, frequently three and sometimes as many as

four or five pages of this great paper are devoted to the interests of women.

No publication in America boasts a more staunchly loyal army of women readers than the Plain Dealer. Always one of the country's leading news-papers, the Plain Dealer has gone to such lengths to win the confidence of its feminine readers that its influence today among the women of Northern Ohio is unquestioned.



Manufacturers, sales managers, advertising men have learned to see Cleveland as it really is. Not merely a city — not just a retail shopping area. But one of the great distributing centers of America. The "Atlas of Wholesale Groceries" issued by the U. S. Department of Commerce lists practically all of the territory above as being logically covered from Cleveland.

Advertisers of food, toilet preparations and furniture appreciate this, and find in the Plain Dealer an unexcelled medium for bringing their messages to Northern Ohio's women.

IN NORTHERN OHIO THE WOMEN READ

The Cleveland Plain Dealer

JOHN B. WOODWARD
110 E. 42nd Street, N. Y. C.

JOSEPH F. KELLY CO.
360 N. Michigan Ave., Chicago, Ill.

WOODWARD & KELLY
Fine Arts Bldg., Detroit, Michigan

THE PLAIN DEALER ALONE WILL SELL IT

"There are many reasons"

why more than 120 national advertisers use The Biloxi-Gulfport Daily Herald to reach the people of the Mississippi Coast.

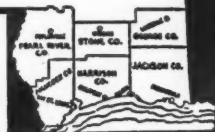
One reason: Every evening the Herald is as welcome as a life-long friend in more than seven thousand Mississippi Coast homes.

Reason No. 2: No other newspaper thoroughly covers the Herald's territory.

Reason No. 3: The Herald is not bought for the comics or some other feature and the other parts of the paper thrown away; it is read from cover to cover.

Reason No. 4: Utmost care is taken in the print of advertisements, thereby securing best results for the advertiser.

"There are many reasons"



THE DAILY HERALD

Herald Building
Gulfport

Mississippi

Herald Building
Biloxi

Manufacturers' Representative

is now in a position to take on additional lines. Experienced sales organization covering important California trade centers. Well established connections with the jobbing and department store trade. Will be glad to exchange references. If we can be of service to you communicate with Box 211, "Sales Management," 420 Lexington Ave., New York, N. Y.

October Newspaper Lineage in Sixty-Four Cities

(Continued from page 410)

Sun	1,922,689	1,710,034	+212,655
Journal	587,362	481,032	+106,330
Eve. World	1,168,658	1,101,120	+67,538
Post	664,813	547,716	+117,097
Graphic (Tab.) ..	375,835	348,640	+27,195
Telegram	616,388	591,062	+25,326
B'klyn Eagle	1,652,330	1,671,679	-19,149
B'klyn Standard ..	428,161	426,670	+1,491
B'klyn Times	556,219	465,320	+90,899

Totals17,586,079 16,485,486 +1,100,593
**Advertising Record figures.

News2,087,858 1,995,315 +92,543
**No other figures available for Newark.

Tribune	1,680,560	1,664,320	+16,240
*Post-Inquirer ..	998,116	902,272	+95,844
Totals	2,678,676	2,566,592	+112,084

Oklahoman	1,028,789	911,908	+116,881
*Times	956,589	776,789	+179,800
*News	673,135	621,640	+51,495

Totals2,658,513 2,310,337 +348,176

World-Herald ..	1,411,039	1,269,821	+141,218
Bee-News	804,188	813,666	-9,478
Totals	2,215,227	2,083,487	+131,740

*Call	1,067,438	923,671	+143,767
*News	958,607	848,516	+110,091
*Press-Guardian ..	714,663	769,804	-55,141

Totals2,740,708 2,541,991 +198,717

Inquirer	1,757,695	1,778,765	-21,070
Record	788,039	872,460	-84,421
Ledger	1,292,438	1,302,338	-9,900
*Eve. Ledger	1,368,303	1,336,955	+31,348
*Bulletin	2,180,604	2,057,885	+122,719
*News	613,540	548,985	+64,555

Totals8,000,619 7,897,388 +103,231

Oregonian	1,151,948	1,072,806	+79,142
Journal	1,066,072	951,384	+114,688
*Telegram	628,418	608,230	+20,188
*News	464,002	388,234	+75,768

Totals3,310,440 3,020,654 +289,786

Journal	1,001,051	964,694	+36,357
*Bulletin	1,688,083	1,566,282	+121,801
Tribune	357,815	394,953	-37,138
*News	475,872	480,691	-4,819

Totals3,522,801 3,406,620 +116,181

News-Leader	1,141,028	1,011,738	+129,290
Times-Dispatch ..	1,030,218	968,772	+61,446
Totals	2,171,246	1,980,510	+190,736

Roch. Journal	1,188,173	934,863	+253,310
Times Union	1,538,033	1,354,476	+183,557
Dem. & Chron.	1,399,859	1,370,811	+29,048

Totals4,126,065 3,660,150 +465,915

Post-Dispatch	2,265,760	2,153,760	+112,000
Globe-Democr.	1,311,000	1,280,700	+30,300
*Star	750,300	788,700	-38,400
Times	422,700	369,000	+53,700

Totals4,749,760 4,592,160 +157,600

*Dispatch	1,104,376	1,024,450	+79,926
Pioneer	1,097,642	1,060,038	+37,604
News	823,340	880,712	-57,372

Totals3,025,358 2,965,200 +60,158

Tribune	1,144,906	1,140,860	+4,046
Telegram	587,594	548,128	+39,466
News	577,472	527,436	+50,036

Totals2,309,972 2,216,424 +93,548

Express-News** ..	2,367,105	1,859,683	+507,422
Light	1,110,394	1,040,312	+70,082

Totals3,477,499 2,899,995 +577,504

**This combination includes the Morning Express, Sunday Express and Evening News. (The Light—six-day evening and Sunday.)

Chronicle	77,197	63,481	+13,716
Examiner	105,263	94,778	+10,485
Call	67,999	48,268	+19,731
News	48,644	39,540	+9,104

Totals299,103 246,067 +53,036

*Times	1,175,986	1,217,657	-41,671
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*Republican	628,726	696,360	-67,634
*Sun	401,457	396,949	+4,508
Totals	2,206,169	2,310,966	-104,797

Times	1,674,505	1,541,822	+132,683
Post-Intellig.	1,042,256	1,051,178	-8,922
*Star	645,495	596,705	+48,790

Totals3,362,256 3,189,705 +172,551

Tribune	1,146,793	958,390	+188,403
News Times	1,119,748	925,884	+193,864

Totals2,266,541 1,884,274 +382,267

Union, Republican & News	1,899,842	1,458,674	+441,168
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Tribune	695,716	672,966	+22,750
*Times	531,454	551,852	-20,398

Totals1,227,170 1,224,818 +2,352

Blade	1,520,268	1,531,963	-11,695
News Bee	874,483	865,609	+8,874

Totals2,394,751 2,397,572 -2,821

Daily Capital ..	812,539	730,926	+81,613
State Journal	494,480	412,643	+81,837

Totals1,307,019 1,143,569 +163,450

Tribune	1,211,399	1,116,046	+95,353
World	1,295,550	1,136,543	+159,007

Totals2,506,949 2,252,589 +254,360

Star	2,714,588	2,613,234	+101,354
Post	848,728	753,001	+95,727
*Eve. Times	832,016	733,196	+98,820
Herald	564,612	486,360	+78,252
*Eve. News	310,306	250,581	+59,725

Totals5,270,250 4,836,372 +433,878

Leader	1,091,342	1,123,696	-32,354
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Telegram	1,114,820	1,029,217	+85,603
*Gazette	938,871	861,920	+76,951

Totals2,053,691 1,891,137 +162,554

*No Sunday Edition.

Scripps-Howard Announces Big Expansion Program

A new skyscraper to house the New York *Telegram* and new plants or additions for six other newspapers of Scripps-Howard chain was announced at New York this week by Robert P. Scripps, controlling stockholder. The expansion, Mr. Scripps said, will cost "several million dollars."

Although the site for the New York *Telegram's* new home has not been selected, it will be in the downtown district, and is expected to exceed twenty-two stories in height. The newspaper will also have a second up-town plant.

Other phases of the expansion program include:

The erection of a new building by The San Francisco *News* on a site recently acquired and installation of complete new mechanical equipment. Completion and occupation of a new building, with new and enlarged mechanical facilities, by the El Paso *Post*. The enlargement by about one-third of the present building of the Cleveland *Press*, and the installation of more presses and other machinery.

Hart, Schaffner's Spot News Advertising

(Continued from page 405)

the same thing was going on at the same time in Los Angeles for the West Coast papers.

It is by no means a leisurely procedure nor an inexpensive one, but it does get the news to the public while interest in the event is still at its height, and the spectacular character of the feat, as well as the type of ad itself, serves to make it very impressive and, consequently, valuable advertising.

Style has long been the most important single factor in the sale of women's wear and in recent years it has become highly important in many other things such as automobiles, furniture, and pots and pans. Men, in the meantime, have been disinclined to break away from tradition, but during the past few years style in men's wear has been developing very rapidly. The activities described above are, we believe, the most outstanding effort that has been made by any firm or organization to encourage and promote this development and to make style—not price or utility—the dominant note in selling in the men's clothing field.

Establish Federal Neon Holding Corporation

Federal Neon System, Inc., which, upon completion of various operating and manufacturing companies, will be the largest corporation in the United States operating in this field, was announced at New York this week. In connection with the incorporation, \$10,000,000 of new financing has been arranged, the proceeds from which will be used to acquire the assets of the Federal Electric Company. In addition, through an exchange of stock, the company will obtain control of both Rainbow Luminous Products, Inc., at present the largest Neon tube organization, and the National Neon Agency. The total sales volume of Neon luminous tubes in the country is now estimated at \$30,000,000.

In obtaining control of the Rainbow companies, the new System also acquires exclusive arrangements with Outdoor Advertising Company and other prominent factors in the outdoor field.

Factories will be operated in nineteen cities, and sales and service facilities in sixty-one. George L. Johnson will be chairman of the board; Charles Borland, president and Charles Cason, secretary-treasurer.

And this* is True About

THE MAGAZINE of the SOUTH



ALSO TRUE:



You can't cover the Nation without covering the South—and you can't cover the REAL South without Holland's.

* **PROOF—**
of High Reader Interest

ORDERS—
During the Year 1928
FOR:

Patterns - - - - - 15,729
Service Booklets - - - 2,630
Embroidery Patterns - 2,565
House Plan Books - 2,397
House Plans (\$25.00) - 286

THE MAGAZINE of the South has a peculiar and powerful appeal to families living in the South. They READ it . . . religiously. Its service departments are fashioned to fit the tastes and temperaments of Southern people and timed for Southern seasons and climate.

The fact that more than 5% of its readers, within a single year, placed cash orders for patterns, house plan service and other features, is an index to its prestige with its readers. To the Sales-minded executive, there is nothing so convincing as sales. Holland's gets them for Holland's. It will get them for you. Its readers really READ this magazine.

Holland's

The Magazine of the

SOUTH

Circulation 425,000
In the South 68,000 More Than Any Other Magazine Published

Main Office and Publishing House, Dallas, Texas
Eastern Office, New York, 52 Vanderbilt Avenue
Western Office, Chicago, 122 S. Michigan Avenue

You can buy
Statler Service
only at
HOTELS
STATLER
in
Boston
Buffalo
Cleveland
Detroit
St. Louis
New York
[Hotel Pennsylvania]

. . . and more for your money, always: radio when you throw a switch—ice-water when you press a valve—the morning paper under your door—a good library at your disposal—a reading lamp at your bed-head—your own private bath—all these things, whatever the price of your room, at no added cost . . . Fixed rates are posted in every one of the 7700 Statler rooms . . . And each hotel offers your choice of restaurants, from a lunch-counter or cafeteria to formal a la carte or banquet service of the first class.

RADIO IN
EVERY ROOM

The Manufacturer's Responsibility to His Dealers

(Continued from page 407)

public that refused to buy. Naturally neither our dealers nor our salesmen knew quite how to tackle this peculiar phenomenon.

For years, most of us had had a research laboratory in the factory to help us in our production problems. But I wonder how many had a sales research department in your business prior to 1921? I dare say very few. And yet if we must teach our sales forces and our dealers how to sell, and the public how to buy, why should we not study these selling problems as carefully as we have studied our production problems? If one cent a unit is worth saving in production, why is it not worth saving in selling? That is the basis on which we at Goodrich are operating and we are making progress.

Changes in Distribution

In this Marketing Era we have seen the rapid growth of chain store distribution, a shifting of alignment in the mail order situation, the gradual spread of the company-owned store movement. Business has been groping for the right answer to its "Dealer Problem."

Throughout this entire period, the Goodrich Company has been a constant observer and student of this distribution problem. We have a special department whose sole duty is to study distributive systems, methods and costs. And from these years of close analysis, we have come to the conclusion that the only reason for the so-called dealer problem is because manufacturers do not understand their dealers' problems.

We, in the manufacturing end, have been just as much to blame as many of our dealers. We have encouraged sloppy dealership by granting price concessions and special considerations of various kinds. At times, some manufacturers tried to meet the price competition of inferior merchandise—never realizing that there never was anything made but that someone else could make it worse and sell it for less. In this we have not been worthy of our responsibility to our dealers.

Today, two manufacturers can scarcely meet and begin to chat before the question of chain stores comes into the conversation. This is only natural as the chains are making rapid advances and, in our opinion, will continue to do so. This is not due to

their great buying power—but *their great buying power is due to their sales research ability.* They are specialists in distribution; they know how to select proper locations; to put a broad, swiftly moving stock into small space; how to attract people to their stores and how to sell them *standard brand* merchandise when they get there. There is scarcely a manufacturer in the country who cannot learn ways and means of cutting down distribution costs by studying chain store methods. Look into their buying, their shipping, their warehousing and their inventory, distribution and selling methods and you will discover many economies which *you* can effect.

But does this chain store development sound the knell of the independent dealer? Absolutely not. The aggressive, up-on-his-toes independent dealer can adopt most of the chain store methods. Furthermore, he has something which chains can never obtain. The independent dealer is the owner of his business. His personality is behind it. Unlike the manager of the chain store, it is his money that is invested—all the profits are his. He can make that business just as large as his own capabilities will permit.

In our opinion, the manufacturer who, after a careful study of chain store methods, adopts the same efficiency in distribution, but puts his product through aggressive independent dealers, will actually have an advantage over the chain store distributor.

The Goodrich Stores

I know that someone will say, "But if you believe this, how can you justify your partial operation through company-owned stores under the name of Goodrich Silvertown, Inc.?" In this connection, let me state definitely the responsibility which the B. F. Goodrich Company feels toward its dealers:

We prefer to deal through strong, capable, efficient, financially able, independent dealers in any locality. Wherever we have such dealers, and as long as we have such dealers in any community, it is not our intention to establish a company-owned store. Goodrich Silvertown, Inc., stores are only set up where we are otherwise unable to obtain adequate retail representation. Where they are established, the manager in charge may be

a good dealer—an excellent salesman—who has run into financial troubles solely due to his inability to operate the money end of the business. Or he may be a Goodrich dealer who has made excellent progress in a small way on a side street and we believe that he can do a better job for us and for himself, if established on a main artery with drive-in facilities where he can make his aggressiveness, his selling ability and his personality pay larger dividends.

These stores assist independent dealers in another way. We know from bitter experience that our responsibility to our dealers cannot and does not end with just selling him a bill of goods.

Developing New Plans

We, at Goodrich, believe that manufacturers have an obligation to use their greater facilities and financial resources to try out sales and merchandising methods in individual locations in an honest effort to discover more certain, more productive and less costly means of selling their products to the consumer.

Toward that end, we have set up inside our factory a retail organization whose sole function is to develop retail selling plans and methods which can be successfully used by independent Goodrich dealers. These plans are tried out in the Goodrich Silver-town, Inc., stores—the retail laboratories of this company. If and when they are successful, they are given to the other Goodrich retailers. These dealers are then taught how to use them by men who have used them successfully. We do not believe that we have any right to ask the independent dealer to risk his good money and to jeopardize his whole business in an attempt to follow some selling plan which may appear excellent in theory, but may prove to be a miserable failure in practice.

Today, your business is so wrapped up in your dealers' business and your dealers' business is your business, that no definite line of demarkation can be drawn in each instance.

This is no time when we as manufacturers can say: "Dealers must take care of their own problems. We have plenty ourselves." Nor can independent dealers, if they are to survive, say: "We resent any suggestions which you can make to us. Please mind your own business."

Our one great, combined effort and responsibility, dealer and manufacturer alike, must be to study closely our selling operations in a sincere effort to cut down the present heavy expense involved in taking the product through from factory to public.

Your Zone "O" Newspaper *The Tulsa Tribune* now has the largest individual newspaper plant in the State of Oklahoma

The Tulsa Tribune

Tulsa's Leading Newspaper

EVENING

SMALL, SPENCER & LEVINGS
New York

Chicago

Boston

SUNDAY

PAYNE-HALL, INC.
San Francisco

Los Angeles

Seattle

BIGELOW, KENT, WILLARD & Co., Inc.

Consulting Engineers

*Merchandising
Counselors*

Park Square Building
BOSTON, MASSACHUSETTS

A record of the Proceedings of the Second Merchandising Conference, held under our auspices in Boston, in May, is available for loan to company officials. A request will place your name on the list to receive a copy, which is to be returned to us in ten days.

Store Management Expert Wanted

We have a client seeking the services of a man qualified to teach merchants engaged in the sale of hardware, paints, varnishes, etc., modern and aggressive merchandising methods. Age 35 to 40. To qualify, this man should have retail experience, and the vision to go beyond the average storekeeper's methods and inject selling aggressiveness into retailing. Our client is one of the larger paint manufacturers and this man will have full cooperation from a staff of 300 paint salesmen. Applications should be in the fullest detail, giving education, experience, nationality and minimum salary requirements. All applications will be held strictly confidential. Address all replies to Box 210, SALES MANAGEMENT, 420 Lexington Avenue, New York, N. Y.

Automatic Introduces New Washer; Expands Promotion

Coincident with the introduction of their new Model 22 Automatic Duo-Disc washer, the Automatic Electric Washer Company, Newton, Iowa, will extend its advertising program to include radio broadcasting every Sunday night during 1930 over twenty stations of the National Broadcasting Company.

Pointing out that the public laundries of the country, which last year did a business of \$700,000,000 and have a set mark of \$1,000,000,000 for 1930, are their principal competitors, and that the 3,000,000 new customers the public laundries intend to get next year must be taken from the customer and prospect lists of companies already selling home washers, Col. George Washington Hill, director of public relations of the Automatic company, emphasized that their efforts would be concentrated primarily on holding ground by showing the ease and simplicity of operation, and the durability of their own machine.

Gillette May Expand Abroad

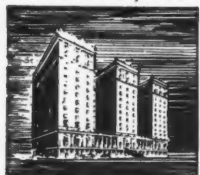
The Gillette Safety Razor Company now has representatives in Russia looking over the field, with a view to possible establishment of a plant in that country, or in any event to examine the possibilities of further developing the Russian market. At present the plant in Slough, England, and the Canadian plant in Montreal, handle the bulk of the European trade.

Cotton Institute Appoints

Walker D. Hines has resigned as president of the Cotton Textile Institute, Inc., and has been elected chairman of the board. George A. Sloan, secretary of the institute for three years, is now president, and Paul B. Halstead, secretary. A new office of executive vice-president has been created, and will be filled by William Raymond Bell.

Hotel SYRACUSE

SYRACUSE, N. Y.



IT is worth going out of your way to stay at Hotel Syracuse. 600 outside rooms, each with bath. Rates \$3.00 up. Sample rooms \$4.00 up.

ROY P. BRAINARD, Managing Director

POWERS HOTEL - ROCHESTER, N.Y.
Under Same Management

Personal Service and Supplies

Classified Rates: 50c a line of seven words; minimum \$3.00. No display. Cash Basis Only. Remittance Must Accompany Order.

POSITION WANTED

SALES MANAGER OR GENERAL MANAGER—Acquainted with wholesale and retail hardware houses, department stores, wholesale grocers, mail order houses in United States and Canada. Have successfully merchandised goods to these classes of trade. During last eight years have been doing rehabilitation work for bankers and creditors in three different enterprises. My forte is sales management, but thoroughly experienced in finance, accounting and manufacturing. Willing to do reorganization work or take charge of sales. Present salary \$10,000 and bonus. Age 33. Address Box 208, SALES MANAGEMENT, 420 Lexington Avenue, New York, N. Y.

SALES EXECUTIVE WHO HAS BROUGHT much profit to stockholders, having reached the limit of possibilities with his present firm will be open January 1st for a bigger connection. Fourteen years selling hardware in every state in the U. S. and Canada. Past five years in charge of advertising, export and domestic sales of hardware. Write SALES MANAGEMENT, Box 213, 420 Lexington Avenue, New York, N. Y.

SALES MANAGER-SALESMAN—JUST TURNED forty—conducted own business and previous to that with large corporation controlling two million dollar business, is seeking an immediate connection as executive or salesman with high-grade line. Opportunity and permanence more important than salary, although minimum earnings should be around \$6,000.00 per year. Grocery trade experience in Eastern States; also some experience in intangibles. Address Box 212, SALES MANAGEMENT, 420 Lexington Avenue, New York, N. Y.

AVAILABLE GENERAL MANAGER, SALES Manager or Branch Manager—22 years' successful sales experience. President of my own company, also General Manager of half million dollar corporation and assisted in the marketing of three national sellers. Capable of handling Finances, Sales, Salesmen etc. Own my home and live in St. Louis. Address Box 214, SALES MANAGEMENT, 420 Lexington Avenue, New York, N. Y.

SALESMEN WANTED

SALESMEN MAKE BIG PROFIT SELLING new article for model A Ford as side line. Sells

on sight. Free sample. Write to Highland Mfg. Co., Dayton, Ohio.

EXECUTIVES WANTED

IF YOU ARE OPEN TO OVERTURES FOR new connection, and qualified for a salary between \$2,500 and \$25,000, your response to this announcement is invited. The undersigned provides a thoroughly organized service, of recognized standing and reputation, through which preliminaries are negotiated confidentially for positions of the calibre indicated. The procedure is individualized to each client's personal requirements; your identity covered and present position protected. Established twenty years. Send only name and address for details. R. W. Bixby, Inc., 118 Downtown Building, Buffalo, N. Y.

BUSINESS OPPORTUNITY FOR A REAL merchandiser. I am looking for a party to take charge of merchandising a full line of soaps and toilet preparations for a concern in business fifty years. A small investment necessary; will share in profits. Give experience, salary and references in first letter. Address Box 209, SALES MANAGEMENT, 420 Lexington Avenue, New York, N. Y.

EXECUTIVES — CAPABLE OF EARNING from \$5,000 to \$50,000 per year can make profitable contacts in parts of the United States through our service. Confidential and reliable. Write for particulars, Associated Executive Service, Inc., 1204 Colonial Bldg., Philadelphia, Pa.

SALES PROMOTION

\$50 to \$50,000 DAILY SALES SECURED FOR our clients. This distributor took on a new specialty, retailing at \$60. His first purchase \$12. We submitted a sales program capable of national expansion. Within four years his sales were nationwide, running to \$100,000 monthly. 35 years salesmanship-in-print experience back of our campaigns. Submit Sales problems for free diagnosis. 10 years Sales Promotion Manager, Larkin Co. James C. Johnson, 119 Woodbridge Ave., Buffalo, N. Y.

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Extra Copies

If you want extra copies of this issue please order promptly, as our supply is frequently exhausted a week after date of issue.

The Taxi Weekly

Covers the Whole Cab Industry

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